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1 INTRODUCTION

The Administrative Report of the Ministry of Tourism for fiscal 2014 provides a concise summary of the achievements of the Ministry, during the reporting period, in accomplishing its mandate to catalyse and facilitate growth of the tourism sector through increased planning, policy development, strengthened public-private sector partnerships and monitoring of the trends in the tourism industry.

The Administrative Report of the Ministry of Tourism for fiscal 2014 was formulated with the input of all Divisions of the Ministry. It seeks to give a comprehensive account of the Ministry's operations and accomplishments for the reporting period, from both an operational and developmental perspective.

Section 2 outlines the mandate, priorities and organisational structure of the Ministry. Section 3 describes the main functions of each Unit and Section 4 lists the achievements of each Unit of the Ministry of Tourism for fiscal 2014. Major achievements of the Ministry of Tourism during fiscal 2014 are as follows:

Establishment of a Sugar Heritage Village and Museum

In fiscal 2014, PricewaterhouseCoopers was selected to prepare the strategic master plan for the Sugar Heritage Village and Museum. The Terms of Reference for the Consultants, PricewaterhouseCoopers included Strategic Visioning , Design Conceptualisation, Engineering and Financial and Economic Feasibility. As part of the process towards development of the SHVM masterplan, a public consultation was held on June 11, 2014 to obtain views on the various attractions to be included in the Sugar Heritage Village and Museum.

Tourism Education and Awareness

The Ministry also continued its education and awareness programme which included a range of communication strategies, including public awareness campaigns, schools outreach, events, and public education programs all aimed at raising the profile of the tourism industry, tourism stakeholders and the Ministry itself. These initiatives were designed to build the organisation's image, stakeholder relationships and general awareness and appreciation of the tourism industry as a viable sector for employment, entrepreneurship and national development.

Investment Facilitation

In relation to tourism investment in Fiscal 2014, approvals were granted for fifty- five (55) new and thirty-seven (37) renewals of tourism taxi projects. In addition, evaluations were conducted and interim approvals were granted for six (6) tourism accommodation projects and extended approvals were granted for eight (8) tourism accommodation projects for the duty free importation of items such as items of furniture, fittings and equipment, as well as, seven (7) accommodation refurbishment project. Two (2) new tourism ancillary (other) projects were also granted incentives for project development and importation of construction materials, fittings and equipment. The total estimated capital expenditure amounted TT\$33.9 million.

NAPA

For fiscal 2014 the NAPA Hotel facilitated a total of Forty eight (48) events and generated revenue of **\$359,500.00**.

Cruise Tourism

The Ministry continued its thrust towards implementation of the Southern Caribbean Cruise Initiative which comprises five islands and four destinations, namely Trinidad and Tobago, St. Lucia, St. Vincent and Grenada, was approved by Cabinet in fiscal 2013. In fiscal 2014, an MOU was prepared and is being reviewed by the Office of the Attorney General. Subsequent to this, the participating countries will be required to review the MOU for the implementation of the Southern Caribbean Cruise Initiative.

Data Collection

During fiscal 2014, the Ministry continued its effort to improve data collection, which is critical to proper planning for the sector. The Ministry strengthened its relationship with the Immigration Division of the Ministry of National Security towards the collection of data on tourist arrivals to Trinidad and Tobago.

Lifeguard Services

The Ministry continued its programme of providing a safe bathing environment at lifeguard patrolled beaches and improving lifeguard accommodation by constructing several quarters and towers in fiscal 2014.

2 MANDATE AND PRIORITIES OF THE MINISTRY OF TOURISM

2.1 PURPOSE

The Ministry of Tourism was established in March 1994 to serve as a catalyst in developing Trinidad and Tobago as a premier tourist destination. The Ministry has seen a number of attachments to other Ministries and was eventually assigned its own portfolio and Minister in 2003.

In fiscal 2014, the Ministry of Tourism held responsibility for the following:

- Tourism Development Company Limited (TDC)
- Zoological Society of Trinidad and Tobago (ZSTT)
- Lifeguard Services; and
- National Academy for the Performing Arts Hotel.

The Tourism Development Company Ltd (TDC) is a Special Purpose Company established in 2005. It is mandated to develop and market Trinidad and Tobago's tourism product and to grow the local tourism sector.

The Zoological Society of Trinidad and Tobago (ZSTT) came under the purview of the Ministry in fiscal 2006. It is responsible for the upkeep and operations of the Emperor Valley Zoo.

The Lifeguard Services came under the purview of the Ministry of Tourism in fiscal 2003. The Division is responsible for delivering lifeguarding and water safety services.

The Trinidad and Tobago Gazette Vol. 51 No. 120 dated July 6, 2012 reposed the responsibility for the NAPA Hotel to the Minister of Tourism effective June 25, 2012. The Ministry therefore held the responsibility for facilitating the use of the fifty-three (53) room NAPA Hotel and its facilities for events by the President of the Republic of Trinidad and Tobago, Ministries, State Agencies, Non-Governmental Organisations and the private sector and for security, general upkeep and maintenance of the hotel.

2.2 VISION

By 2020 tourism in Trinidad and Tobago will contribute significantly to the GDP, through job creation and increased revenues, driven by a uniquely differentiated internationally competitive product, complemented by comprehensive, fully functional physical infrastructure, modern competitive institutional framework and supported by the people of Trinidad and Tobago. The sector will be anchored by properly marketed flagship products with brand names that are globally well-known. (2009)

2.3 MISSION

To fully develop Trinidad and Tobago's tourism industry by the sustainable development and aggressive promotion of an innovative, differentiated, high value, internationally competitive visitor experience, supported by strong brand recognition, public and private sector partnership and a positive cultural transformation. (2009)

2.4 MANDATE

The Ministry of Tourism is mandated to play the lead role in the development of the tourism industry in Trinidad and Tobago, working closely with the TDC and Tobago House of Assembly (THA). It is

responsible for general tourism policy development, for catalyzing and facilitating growth in tourism sector, for encouraging investment in the sector, for building stakeholder partnerships and for monitoring and evaluating trends in the industry.

2.5 STRATEGIC PRIORITIES

The Ministry's main objective is to position tourism as a key contributor in the country's economic sector, strategic priorities to achieve this objective have been identified as follows:

- To ensure that the tourism sector is a developmental priority - driven by a strong and effective public/private sector partnership
- To develop the local tourism industry to realise its full potential
- To transform Trinidad and Tobago into an exciting location for tourism investment
- To ensure that the country has the supporting infrastructure necessary for substantial growth
- To position Port-of-Spain as the meetings and convention capital of the Southern Caribbean and the culture capital of the region
- To define and enhance Trinidad and Tobago's brand reputation by upgrading accommodations to the highest of international standards
- To position Trinidad and Tobago as providing the warmest welcome and highest level of international quality service in the Caribbean
- To market Trinidad and Tobago as a recognised tourism destination in every principal source market

3 CORE DIVISIONS OF THE MINISTRY AND THEIR FUNCTIONS

The organisational structure which details the reporting structure of the Ministry is attached at **Appendix 1**. The table below summarises the functions of the various Divisions/Units of the Ministry of Tourism.

Division/ Unit	Function
Research and Planning Division	The Research and Planning Division plays a key role towards achieving the Ministry's mandate of facilitating the development of the tourism industry in Trinidad and Tobago, so as to increase its contribution to the country's economic and social development. The Division is involved in research and data collection to facilitate the planning and policy formulation process. The Division also facilitates and executes a number of Public Sector Investment Programme (PSIP) projects, and has a monitoring and control function as it relates to the PSIP. The Division also provides technical advice to the Permanent Secretary and Minister and also has a reporting role.
Tourism Policy and Advisory Unit	The Tourism Advisory Unit works with stakeholders in Trinidad and Tobago's tourism industry to formulate policies that guide and ensure the sustainable development of the tourism sector. The Unit collaborates with stakeholders, State Agencies and other Ministries to ensure that the needs of the local tourism sector are considered in all areas of policy development.
Investment Facilitation and Monitoring Division	The Unit is primarily responsible for the facilitation of investment activities within the tourism sector through the administration of the Tourism Development Act 2000. In addition, the Unit is responsible for monitoring of the investment incentives offered and its related activities and overseeing financing mechanisms which have been established to increase the competitiveness of the industry. These functions are facilitated through the timely processing of applications for incentives and the issuance of interim approval, additional interim approval and final approval of tourism projects. This exercise is carried out in collaboration with the Tourism Development Company (TDC) Investment Section.
Lifeguard Services Division	The Lifeguard Services Division is divided into two sections, the Lifeguards Unit which deals with lifeguarding operations and the Facilities Management Unit which is responsible for the maintenance of lifeguard towers and facilities at patrolled beaches. The main responsibility of the Division is to provide a safe environment at lifeguard patrolled beaches in Trinidad

	and to disseminate information on water safety in an effort to educate and protect visitors to the beaches and save or resuscitate lives.
Legal Division	The primary focus of the Legal Unit is to advise the Minister of Tourism, the Permanent Secretary and other senior officers of all Divisions and Units of the legal aspects and issues involved in or arising from the discharge of their official duties.
Human Resources Division	The Human Resource Services Unit is responsible for ensuring that Public Service Rules, Regulations and Guidelines are adhered to in the management of the functions relevant to HR Planning which addresses staffing matters, Training and Development to facilitate opportunities to upgrade and retool staff skill sets and Employee Relations to administer benefits. This responsibility also apply to the management of similar functions carried out by the HR Unit for the daily-rated workers in accordance with the Collective Agreement.
General Administration Division	The primary responsibility of the General Administration Division is to provide timely administrative services in the areas of records /inventory management, messenger and mail support, procurement of office machines and supplies, staff safety and comfort, and facilities management.
Accounts Division	The role of the Accounts Division is to ensure that the financial resources of the Ministry are prudently managed in keeping with the Ministry’s mandate and in accordance with the Exchequer and Audit Act. The functions of the Division range from applying for the release of funds from the Ministry of Finance to giving an account to Parliament at the end of the financial year for all funds appropriated.
Internal Audit Division	The role and function of the Internal Audit Department is to assist management in the effective discharge of its responsibilities, by furnishing objective recommendations and pertinent comments on the soundness of the accounting and operational controls within the Ministry and also to ensure that there is strict compliance with the Financial Regulations, Instructions and relevant guidance circulars.
Information Technology Division	This Division has responsibility for the effective design, implementation, maintenance and strengthening of

	institutional technologies that improve service quality, and increase efficiency/effectiveness in the operations of core and administrative units.
Corporate Communications Division	This Division is charged with the responsibility of public awareness, corporate communications, media relations and related project execution.
Monitoring and Evaluation Division	This Division has responsibility for the development, implementation and maintenance of a Results-Based Performance Management System at the Ministry, and for monitoring and evaluating effectiveness of spend on developmental projects, in alignment with desired outcomes.
Library	The role of the library is to acquire and provide information, resources, tools and services for research and exploration in varying formats necessary for the achievement of the Ministry's objectives. The library is also responsible for the implementation and management of information systems which facilitate access to information resources as well as to promote life long learning, information literacy and the exchange of ideas.
HIV/AIDS Unit	The role of the HIV and AIDS unit in the Ministry of Tourism is to address the impact of HIV and AIDS on the labour force. The department focuses on Prevention; Treatment, Care and Support; and Advocacy and Human Rights for persons living with HIV and AIDS (PLHIVs) and persons affected by HIV and AIDS (PABAs) within the workplace. It engages in mainstreaming HIV and AIDS within the Ministry in an attempt at reducing vulnerabilities to HIV infection and mitigating the impact of AIDS. It also contributes to the National HIV and AIDS Initiative, Office of the Prime Minister, geared toward attaining targets set for the Millennium Development Goals (MDGs), United Nations General Assembly Special Session (UNGASS) and other internationally agreed upon developmental goals and objectives.
National Academy for the Performing Arts (NAPA)	The Ministry has responsibility for facilitating the use of the fifty-three (53) room NAPA Hotel and its facilities for events by Ministries, state agencies, non-governmental agencies and the private sector and for security, general upkeep and maintenance.

3.1 SERVICES PROVIDED

The tables below present a summary of the Ministry's core services by Division/Unit

Division/ Unit	Description of Services Provided
Research and Planning Division	<ul style="list-style-type: none"> ▪ To undertake economic research that facilitates advice and the effective and efficient monitoring of the industry. ▪ To prepare annual PSIP Budget Estimates for the Ministry ▪ To administer the release of funds from Ministry of Finance to the TDC, the Zoological Society of Trinidad and Tobago (ZSTT), and the Ministry's PSIP ▪ To execute PSIP projects which contribute to the strategic development of the tourism sector ▪ To monitor the progress of the Ministry's and the TDC's achievements under the PSIP ▪ To maintain a Statistical Database of visitor arrivals and other crucial tourism statistics ▪ To undertake research to facilitate the preparation of Cabinet Notes, Speeches, Media and other Briefs, Position Papers, and Comments on tourism related issues ▪ To facilitate industry training to stakeholders including hoteliers, culinary practitioners and community group ▪ To work with stakeholders in building awareness of career opportunities in tourism ▪ To assist in Strategic Planning for the Tourism Industry ▪ To work with Local Government Bodies and Community Groups to foster community tourism development ▪ To represent the Ministry at Inter-Ministerial Committees and local, regional and international conferences/workshops
Tourism Policy and Advisory Unit	<ul style="list-style-type: none"> ▪ To spearhead the formulation of tourism policy, sub-policies and guidelines that advance the country's tourism vision; ▪ To provide technical support on tourism-related issues to the Ministry through reports, briefs and other documents; ▪ To research and analyze tourism issues and trends in order to inform policy decisions and direction; ▪ To collaborate with other Ministries, particularly the Ministry of Foreign Affairs and the Ministry of Trade

	<p>and Industry, in forging policy positions relating to bilateral and multilateral international negotiations and Agreements;</p> <ul style="list-style-type: none"> ▪ To collaborate and partner with other Ministries, industry stakeholders, NGOs and other agencies to ensure linkages are developed and pursued among all sectors of the economy in pursuit of sustainable tourism development; ▪ To collaborate with regional organizations, such as the Association of Caribbean States (ACS) and the Caribbean Tourism Organization (CTO), on initiatives impacting the tourism industry in the Caribbean; ▪ To collaborate closely with the TDC and industry stakeholders in the implementation of various projects/events; ▪ To strengthen stakeholder relationships through the hosting of consultations, workshops and conferences on relevant tourism issues; ▪ To represent the country at local, regional and international seminars, workshops, conferences, trade shows and other fora to share the country’s views on various tourism-related and policy issues; ▪ To represent the Ministry on Cabinet-appointed and other committees and working groups concerned with tourism issues.
<p>Investment Facilitation and Monitoring Division</p>	<ul style="list-style-type: none"> ▪ To appraise projects recommended for incentives by the Tourism Development Company Ltd based on the provisions included in the Tourism Development Act of 2000, Chapter 87:22. ▪ To maintain an up-to-date and accurate database of approved tourism projects ▪ To prepare quarterly report on tourism projects which were granted interim approval/approval. ▪ To reconcile data on tourism projects that were granted interim approval/approval with TDC on a quarterly basis. ▪ To process applications for the importation of items of tourism equipment customs duty free ▪ To monitor and evaluate projects granted incentives under the Tourism Development Act 2000. ▪ To monitor other financial mechanisms offered to the Sector by the Government of Trinidad and Tobago. ▪ To prepare quarterly report analyzing Smith Travel Research (STR) Global data on the hotel sector in

	<p>Trinidad and Tobago. STR Global is an international company that track supply and demand data for the hotel industry and provide valuable market share analysis for all major international hotel chains and brands.</p> <ul style="list-style-type: none"> ▪ To represent the Ministry of Tourism on Committees dealing with Investment and Investment Agreements ▪ To represent the Ministry at Inter-Ministerial Committees and local, regional and international conferences/workshops
Lifeguard Services Division	<ul style="list-style-type: none"> ▪ To provide a safe bathing environment at the beaches in Trinidad that are patrolled by Lifeguards ▪ To encourage and use preventative lifeguarding methods which include marking safe and unsafe bathing areas and informing the public of the dangers that exist in and around beaches ▪ To assist bathers in distress and provide preliminary after-care and transport to a public health institution ▪ To maintain life-saving equipment ▪ To maintain lifeguard towers, facilities and surrounding environment ▪ To maintain a safe and clean beach environment
Legal Division	<ul style="list-style-type: none"> ▪ Providing legal advice and Opinions to the Ministry of Tourism on its legal issues ▪ Liaising with the Chief Parliamentary Counsel, the Office of the Attorney General, with respect to all legislation pertaining to the functions and objectives of the Ministry of Tourism ▪ Liaising with the Solicitor General, the Office of the Attorney General on court matters in which the Ministry of Tourism is involved ▪ Representing the Ministry of Tourism in contract negotiation, conciliation and arbitration procedures as a member of a team or individually ▪ Assisting in the drafting of documents regarding policies of the Ministry of Tourism ▪ Assisting in promoting and disseminating legal information of the Ministry of Tourism, as required ▪ Preparing and/or reviewing all contracts, including contracts for services
Human Resources Division	<ul style="list-style-type: none"> ▪ To facilitate filling of vacant positions ▪ To train and develop staff ▪ To administer staff benefits ▪ To supervise the IHRIS system

	<ul style="list-style-type: none"> ▪ To plan for succession ▪ To facilitate the provision of counselling to employees through the EAP
General Administration Division	<ul style="list-style-type: none"> ▪ To procure goods and services. ▪ To procure office machines and supplies. ▪ To ensure the maintenance of a safe and clean working environment. ▪ To ensure proper operation and maintenance of office equipment and vehicles. ▪ To maintain an effective Registry system. ▪ To provide an efficient messenger and mail support system. ▪ To ensure adherence to proper Procurement procedures. ▪ Maintenance of the sick bay for staff. ▪ Develop systems and procedures to enhance the management of the warehouse. ▪ Maintenance of Quarterly Inventory Reports for both Head Office and Beach Facilities. ▪ Manage the storage Retrieval and Distribution of Equipment, Material and Supplies from the Ministry's Warehouse. ▪ Supervise the Disposal of Unserviceable Items.
Accounts Division	<ul style="list-style-type: none"> ▪ Budgetary Control ▪ General Accounting ▪ Payroll Accounting ▪ Reporting – Appropriation Account ▪ Financial Advice
Internal Audit Division	<ul style="list-style-type: none"> ▪ Provides management with the assurance that adequate financial and management controls have been established and are operating effectively. ▪ Examines and evaluates the Accounting and Administrative Records to ensure compliance with Financial Regulations and Instructions. ▪ Ensures that all assets of the ministry, including cash are properly recorded and safeguarded.
Information Technology Division	<ul style="list-style-type: none"> ▪ To match technological solutions and IT support functions with the mission, vision, strategic goals and objectives of the Ministry. ▪ To coordinate the strategy of the IT department with the other departments for the synchronization of planning and implementation of projects.

	<ul style="list-style-type: none"> ▪ To implement and maintain efficient and effective channels to exchange information. ▪ To leverage IT to address challenges and opportunities in the Tourism Industry. ▪ To implement best practices to improve efficiency and assign additional resources to more strategic activities. ▪ To optimize internal ICT infrastructure to load balance resources. ▪ To engender a user friendly technical environment with knowledge based tendencies.
<p>Corporate Communications Division</p>	<ul style="list-style-type: none"> ▪ Coordinating all the promotions for the Ministry of Tourism to ensure consistent communication. ▪ Building and enhancing strong relationships with the media including organisation and management of press conferences/personal interviews, press and video news releases and responding to media enquiries. ▪ Coordinating and developing relationships with regional and international agencies, with the objective of ensuring maximum coverage of the projects in the media in line with brand/messages conceptualised for the Ministry. ▪ Organising and managing exhibitions, outreach programs and awareness sensitization. ▪ Supporting the other core departments within the Ministry of Tourism by providing event management, logistical, administration and delivery coordination. ▪ Undertaking primary market intelligence with respect to opportunities and developments that may impact upon the tourism industry.
<p>Monitoring and Evaluation Division</p>	<ul style="list-style-type: none"> ▪ To develop, implement and maintain a Results-Based Monitoring and Evaluation System including M&E policies, guidelines, performance indicators, methods, formats and analytical processes for the Ministry to better inform decision-making. ▪ To monitor and evaluate the Ministry's and TDC's projects and programmes to ensure alignment with National Goals and the National Tourism Policy. ▪ To ensure that all performance data from these systems are collected, reviewed submitted to the central M&E system under the National Transformation Unit of the Ministry of Planning and

	<p>Development, the Office of the Prime Minister and any other Report as required.</p> <ul style="list-style-type: none"> ▪ To develop proper data collection techniques and ensure that data is timely and relevant. ▪ To analyze tourism data to determine whether trends in the data are as a result of the Ministry's programmes and strategies. ▪ To represent the Ministry on various Committees, conferences and workshops as it relates to Monitoring and Evaluation. ▪ To monitor the implementation of the National Tourism Policy and the Ministry's Strategic Plan. ▪ To review the performance of the Public Sector Investment Projects (PSIP) and Infrastructure Development Fund (IDF) projects of the Ministry of Tourism, TDC and ZSTT, and Marketing and Administrative Expenditure of TDC.
Library	<ul style="list-style-type: none"> ▪ Reviews requests, compiles and analyses statistical data to determine reading trends; also studies reviews, bibliographies and publishers' catalogues to determine subject gaps in library resources, and compiles accession lists. ▪ To conduct ready reference, other literature research and summaries findings. ▪ To manage the selection and acquisition of books, periodicals, pamphlets and similar materials. ▪ To maintain information resources (books, periodicals and multimedia) ▪ Demonstrate procedures for searching library catalogues and the use of software and programmes necessary for accessing electronic information resources.
HIV/AIDS Unit	<ul style="list-style-type: none"> ▪ Coordinate and mainstream HIV & AIDS activities within the Ministry of Tourism; ▪ Develop annual HIV & AIDS strategic plans for the Ministry of Tourism and corresponding budget plans; ▪ Facilitate the development of Information, Education and Communication (IEC) material and other Behavioural Change Communication (BCC) strategies on HIV & AIDS; ▪ Promote opportunities for mainstreaming advocacy efforts on HIV & AIDS among staff in the Ministry of Tourism, as well as among the organization's external stakeholders;

	<ul style="list-style-type: none"> ▪ Coordinate/facilitate programmes for the delivery of educational programmes on HIV & AIDS and other Sexually Transmitted Infections (STIs); ▪ Coordinate/facilitate programmes for the delivery of educational programmes on general wellness, other chronic communicable and non communicable diseases; ▪ Establish systems for collaborating with other stakeholders, including the HIV & AIDS Agency, Office of the Prime Minister; ▪ Manage and monitor the implementation of the Ministry of Tourism HIV & AIDS activities in accordance with the Ministry's strategic plan and the National HIV & AIDS Strategic Plan 2013 - 2018; ▪ Submit specific monthly and quarterly reports to the Permanent Secretary and to the HIV & AIDS Agency, Office of the Prime Minister; ▪ Develop an HIV & AIDS Workplace Policy for the Ministry of Tourism and by extension its stakeholders
National Academy for the Performing Arts (NAPA)	For use by Ministries, state agencies, non-governmental agencies and the private sector for events and functions.

4 PERFORMANCE ACCOMPLISHMENTS

The performance accomplishments of each Division/ Unit are presented in the table below

Research and Planning Division

Area	Accomplishments/ Achievements
<p>Establishment of a Sugar Heritage Village and Museum</p>	<p>The project to establish a Sugar Heritage Village and Museum (SHVM) aims to capture, preserve and showcase the history, culture, heritage and social and economic contribution of the sugar industry of Trinidad and Tobago. The Vision for the SHVM is “to develop a globally unique tourist attraction known for its tribute to the sugar workers, who contributed to the once dynamic sugar industry in Trinidad and Tobago, and one that will add a valuable asset to the Couva/Point Lisas area in terms of its quality historical, educational, sporting, recreational, environmental, and commercial facilities”.</p> <p>The Project was formally launched on May 16, 2011. Over the period 2010-2014, the following activities have been accomplished on the project:</p> <ul style="list-style-type: none"> ▪ Establishment of a Visitor Information Centre and Project Secretariat ▪ Continued development of the Sugar Museum at Sevilla House ▪ Establishment of an Archive and Documentation Centre ▪ Collection of Historical Artefacts and Materials ▪ Upgrade of Sevilla Club and Sporting Facilities ▪ Archiving of documents and audiovisual recordings of the experiences of former employees of the sugar industry ▪ Website development ▪ Continued refurbishment of the ex-Brechin Castle Factory ▪ Installation of Signage ▪ Conduct of cadastral survey of site ▪ Stakeholder engagement ▪ Recruitment of PricewaterhouseCoopers for preparation of a Strategic Master Plan for the Sugar Heritage Village and Museum <p>PricewaterhouseCoopers was selected to prepare the strategic master plan for the Sugar Heritage Village and Museum. The Terms of Reference for the Consultants, PricewaterhouseCoopers is as follows:</p>

**Integrated Coastal Zone
Management (ICZM)
Steering Committee**

- **Strategic Visioning** through the conduct of industry and market analyses as well as obtaining stakeholder input
- **Design Conceptualisation** – Development of proposed layout of Sugar Heritage Village and Museum components
- **Engineering-** Conduct of infrastructural, environmental and utility assessments of site
- **Financial and Economic Feasibility** i.e. potential for PPP arrangements or other procurement methods.

As part of the process towards the development of the SHVM masterplan, a public consultation was held on June 11, 2014 to obtain views on the various attractions to be included in the Sugar Heritage Village and Museum.

In April 2012, Cabinet appointed a multi-sectoral Steering Committee to develop an Integrated Coastal Zone Management Policy Framework, Strategies and Action Plan. This Committee falls under the purview of the Ministry of the Environment and Water Resources. The Ministry of Tourism is represented on the Committee.

In total 19 pre-policy consultations were held across Trinidad and Tobago. In fiscal 2014, pre-policy consultations were held in the coastal communities of Roxborough, Charlotteville, Parlatuvier, Port of Spain, Couva and Blanchisseuse. Consultations were also held to obtain the views of Government Ministries and Agencies, Private Sector, Energy Sector and tenants of the Pt. Lisas Industrial Estate. The draft ICZM Policy and Framework was submitted to the Ministry of the Environment and Water Resources in April 2014. The Cabinet approval for the Committee ended in April 2014.

Subsequently, in August 2014, Cabinet agreed to the appointment of a Technical Advisory Committee to replace the Integrated Coastal Zone Management (ICZM) Steering Committee with Terms of Reference as follows:

Solicit oral and written comments from all stakeholders and the general public on the draft ICZM Policy Framework
Formulate ICZM Strategies and develop the Action Plan based on the technical studies related to the coastal zone management and stakeholder feedback on the draft Policy Framework

	<p>Ensure that the ICZM Policy addresses the concerns of the stakeholders and the general public as indicated at the public consultations</p> <p>Serve as the Technical Advisory Committee for the Inter-American Development Bank (IDB) Technical Cooperation Project entitled ‘Feasibility Studies for a risk resilient coastal zone management programme in Trinidad and Tobago.</p> <p>The Committee is expected to commence in fiscal 2015.</p> <p>The Working Committee for the Establishment of a Heroes Park and Musuem in Fyzabad, Trinidad was established in the first instance for a period of one (1) year to undertake the necessary consultations, assessments and oversee the process of planning and implementation of a heroes Park and Museum.</p> <p>The objective of the Heroes Park and Museum is that it would serve to recognize and showcase the contributions of great labour leaders through various educational forms such as documented information, the arts and theatre, exhibitions and public lectures that would be targeted at schools and students, researchers, and the general public. In addition to the Museum, it is proposed that the facility would also serve as a community Park that would facilitate recreational activities for families and children. It is foreseen that the Heroes Park and Museum would become a significant local and tourist attraction which provides educational, recreational and employment opportunities. This Committee falls under the purview of the Ministry of Labour, Small and Micro Enterprises.</p>
<p>Representation on the Establishment of a Labour Heroes Park in Fyzabad Committee</p> <p>Airlift</p>	<p>Increased airlift has a direct effect on numbers of arrivals, hotel occupancy and hotel rates. Airlift and accessibility are ranked high among travelers to the Caribbean and it is therefore critical that airlift capacity be expanded and increased to get visitor arrivals up. Increasing the number of tourist arrivals is vital to the travel and tourism sector, especially for Tobago, which is highly dependent on the tourism sector. Increased airlift and arrivals to the island will contribute to the economic recovery and tourism plan for the island.</p> <p>The Ministry of Tourism recognizes the critical role that airlift plays in the travel and tourism industry. Since taking office, the Minister of Tourism has met with various stakeholders and initiated discussions with a number of airports and airlines such as Eurowings, Condor, Austrian and Lufthansa Airlines to increase airlift into Trinidad and Tobago.</p>

<p>Yachting</p>	<p>The Ministry has also increased its presence in the international arena and continued to attend the World Routes Development Forum which is the largest annual international event developed specifically to encourage airports and airlines to meet directly to discuss new routes, global growth potential and challenges facing the global aviation industry. The Forum provided opportunities to explore air services, meet with all the major airlines, airports and cargo operators all under one roof.</p> <p>The Ministry's efforts supported the increase of airlift into Trinidad and Tobago with Jet Blue starting services to Trinidad and Tobago. Services began in February 24, 2014, with twice-daily non stop flights from New York International airport to Port of Spain. The service from Hollywood, Florida to Port of Spain, Trinidad began on May 1, 2014.</p> <p>The Ministry continued to work with stakeholders, under the direction of the Ministry of Trade and Industry, towards development of the Yachting industry. This is permised on the country's good yachting storage and repair facilities, strong ancillary support services, skilled workforce, and location below the hurricane belt. Accomplishments for fiscal 2014 includes:</p> <ul style="list-style-type: none"> ▪ Continue replacement of mooring buoys at Chaguaramas ▪ Enhanced marketing and promotional efforts ▪ Participation at major international boat shows
<p>Cruise Industry Development</p>	<p>The Ministry is continuing its efforts towards the expansion and development of the cruise industry in Trinidad. The cruise industry continues to be the fastest growing segment of the tourism industry globally, and strong growth in arrivals is being recorded across many destinations. Efforts continued to be stepped up in 2014 towards fostering closer links with the cruise lines, enhancing marketing efforts, and facilitating the enhancement of the tourism product so as to encourage increased port calls. Significant achievements include:</p> <ul style="list-style-type: none"> ▪ Stepped – up efforts at marketing the destination and attracting the cruise lines through direct sales efforts and attendance at major cruise shows and conferences ▪ Installation of large photographic murals depicting T&T's culture. ▪ Construction of stage and dressing rooms on quayside for performers

<p>Southern Caribbean Cruise Initiative</p>	<ul style="list-style-type: none"> ▪ Wrapping and cladding of air handle room with steel pan orchestra playing pan ▪ Cruise ship calls for the Cruise Season 2014 generated 42,820 cruise passengers to destination Trinidad and Tobago ▪ Printing of Southern Caribbean Collateral material <p>In fiscal 2014, Cabinet agreed that the Government of Trinidad and Tobago enter into negotiations with participating destinations to implement the Southern Caribbean Cruise Initiative which comprises five islands and four destinations, namely Trinidad and Tobago, St. Lucia, St. Vincent and Grenada. It is expected that this initiative through its innovative packaging, will promote regional tourism as well as be attractive to the international visitor.</p> <p>The proposal considers the use of cruise ships as a key strategy in the transportation of passengers between the various islands included in the project. Initial dialogue with cruise line executives, have indicated that the Southern Caribbean Cruise Initiative is a viable option, and that there is interest to participate. Trinidad is expected to be the homeport and business opportunities will be made available to local companies that are able to provide goods and services necessary for cruise ship operation. An MOU has been prepared and was submitted for review by the Office of the Attorney General. Subsequent to this, the participating countries will sign the MOU for the implementation of the Southern Caribbean Cruise Initiative. This project is being led by the Ministry of Tourism</p>
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Tourism Policy and Advisory Unit

Area	Accomplishments/ Achievements
<p>Development of Draft Sub-Policies to the National Tourism Policy</p>	<ul style="list-style-type: none"> ▪ Sport Tourism: A preliminary draft of the policy was presented in the 2nd quarter of 2014 to the Permanent Secretary and Heads of Division for comments. Revisions to the Draft Policy were made to the document with the intention to present the revised draft to sport tourism stakeholders. ▪ Ecotourism: A revised draft of the policy was presented in the 2nd quarter of 2014 to the Permanent Secretary and Heads of Division for comments. Revisions to the Draft Policy were made

<p>Stakeholder Outreach</p>	<p>to the document with the intention to present the revised draft to ecotourism stakeholders.</p> <ul style="list-style-type: none"> ▪ Community-Based Tourism: A revised draft of the policy was presented 2nd quarter of 2014 to the Permanent Secretary and Heads of Division for comments. Revisions to the Draft policy were made to the document with the intention to present the revised draft to community-based tourism stakeholders. <p>Previously, the Division served as the secretariat for cabinet-approved Advisory Committee on Heritage Tourism established in FY 2012. In the 3rd quarter of 2014, the Tourism Advisory Division served as Secretariat for the 20th Meeting of the Advisory Committee on Heritage Tourism. Dr Kumar Mahabir, Chairman of the Committee made a presentation to update the Senator the Honourable Gerald Hadeed, Minister of Tourism, Mrs. Joan Mendez, Permanent Secretary and other members of staff of the Ministry of Tourism on the work of the Committee as well as the Sub-Committees for Public Education and Awareness and Product Inventory.</p> <p>Subsequent to this meeting the Committee members were asked to submit proposals (including a budget) for priority projects to be completed for the Ministry's consideration. These were collated by the Division and submitted to the Permanent Secretary and Deputy Permanent Secretary for their consideration in the fourth Quarter of 2014.</p> <p>The Division also served as Secretariat for meetings with the Trinidad and Tobago Tourism Transport Association and Taxi Associations and Minister Hadeed in the third quarter of 2014.</p>
<p>Collaboration with other Ministries/Agencies The Ministry of Foreign Affairs and Communications</p>	<p>With respect to tourism co-operation agreements with the following countries:</p> <ul style="list-style-type: none"> ▪ Cuba ▪ El Salvador; and ▪ Guatemala.
<p>Representation at Conferences/Meetings Seminars/Workshops</p>	<ul style="list-style-type: none"> ▪ The Cabinet-appointed First Peoples Development Committee ▪ The Cabinet-appointed Committee to draft a National Heritage Policy for Trinidad and Tobago

	<ul style="list-style-type: none"> ▪ Standing Committee for the Sustainable Development of Tourism in Trinidad. ▪ Ministry of Trade, Industry and Investment Services Sub-Committee. ▪ Advisory Committee on Heritage Tourism. ▪ First Peoples Development Committee. ▪ National Heritage Policy Committee. ▪ Association of Caribbean States (ACS) Special Committee on Sustainable Tourism and Ad Hoc Working Group on the Promotion of Languages and Culture. <p>The Division also provided support to the Ministry of Planning and Sustainable Development, Ministry of the Environment and Water Resources, The Ministry of National Diversification and Social Integration on matters that impact the development of the tourism sector.</p>
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Investment Facilitation and Monitoring Division

Area	Accomplishments/ Achievements
Accommodation	<p>In Fiscal 2014 approvals were granted for fifty- five (55) new and thirty-seven (37) renewals of tourism taxi projects. In addition, evaluations were conducted and approvals were granted for eight (8) tourism accommodation projects that are currently ongoing, and for duty free entry for the importation of goods such as items of furniture, fittings and equipment and seven (7) accommodation refurbishment project. Two (2) new tourism ancillary (other) projects were also granted incentives for project development and importation of construction material, fittings and equipment. The total estimated capital expenditure amounted TT\$33.9 million.</p> <p>For the period October, 2013 to September, 2014, the accommodation sector saw:</p> <ul style="list-style-type: none"> ▪ interim approval extended for incentives for the construction and operation of: <ul style="list-style-type: none"> ○ Coral Cove Marina Hotel Limited ○ KP Resorts Limited t/a Enchanted Waters Hotel ○ Capital Plaza Hotel Limited ○ Vanguard Hotel Limited trading as Magdalena Grand Hotel & Beach Resort ○ Robinson Crusoe Resort Limited trading as Blue Haven Hotel ○ Grafton Beach Resorts Limited

<p>Transportation</p>	<ul style="list-style-type: none"> ▪ extended approval for duty free importation of items for refurbishment works at: <ul style="list-style-type: none"> ○ Glen Tucker trading as Blue Waters Inn ○ Financial Complex Suites Limited ○ The Star Hotel Limited trading as The Regent Star Hotel Limited ○ JN Enterprise Limited t/a Chaguaramas Management Company Ltd. ○ Michael Broomes t/a Property Managers Associates Limited ○ Half Moon Blue Resorts Limited ○ Royal Hotel (1978) Limited ○ Long Beach Hotel t/a Turtle Beach by Rex Resorts <p>The total estimated capital expenditure was TT\$1.3 million dollars while the revenue forgone was estimated at TT\$.22 million</p> <p>For the period October 2013 to September, 2014 ninety-two (92) tourism taxi applications were granted incentives. The total estimated capital investment was TT\$ 12.6 million dollars while the fiscal incentive was estimated at TT\$ 2.7 million in Custom Duty and TT\$3.9 million in Motor Vehicle Tax.</p>
<p>Tourism Ancillary (Other)</p>	<p>For the period October 2013 to September 2014 there were two (2) tourism ancillary (other) projects for this period, namely:</p> <ul style="list-style-type: none"> ▪ ZIP-ITT Adventure Tours Limited ▪ YAY! Entertainment Limited t/a Chuck E Cheese’s <p>The total estimated capital expenditure was TT 20 million dollars while the revenue forgone was estimated at TT\$1.8 million.</p>

Lifeguard Services Division

Area	Accomplishments/ Achievements
<p>Infrastructure</p>	<ul style="list-style-type: none"> ▪ Construction of lifeguard quarters at Quinam completed ▪ Extension works completed at Quinam Beach quarters ▪ Construction of lifeguard quarters and two lifeguard towers at Toco completed ▪ Refurbishment works of the toilet facilities at and extension works on the tower at Toco Beach completed. ▪ Two lifeguard towers erected at Salybia and extension works completed at Salybia beach quarters

<p>Training</p>	<ul style="list-style-type: none"> ▪ Extension work completed at Vessigny Facilities Management Quarters and construction and installation of teak cupboards at the lifeguard quarters. ▪ Emergency repairs to the Lifeguard towers and quarters at Los Iros completed. ▪ Seven (7) Lifeguard towers constructed at Maracas and expansion of Lifeguard quarters 75% completed. ▪ One Lifeguard tower and public change room constructed at Tyrico Bay ▪ PADI open water Scuba Diving training, which is necessary training and provides the recipient with the skills to conduct open water and rescue dives to aid in deep water retrieval of victims. ▪ Physical Training Instructor programme, hosted by the Trinidad and Tobago Defense Force outfits the recipient with the necessary skills to conduct physical training , instruction and education. A full list of training is at item 6 – Summary Report on Training and Development.
<p>Equipment</p>	<p>Equipment was purchased for all sites, these include:</p> <ul style="list-style-type: none"> ▪ Kayaks ▪ Life support equipment (respirator kits etc) ▪ Diving equipment ▪ Maintenance Equipment ▪ Lifeguard Uniforms
<p>Vehicles</p>	<ul style="list-style-type: none"> ▪ Repairs and servicing to all Lifeguard Vehicles ▪ Renewal of permits, insurance and licenses ▪ Repairs on Jet Ski's
<p>Water Safety Education</p>	<ul style="list-style-type: none"> ▪ In fiscal 2014, Water Safety lectures and demonstrations were conducted at 30 Schools, 8 camps, 5 Ministries, 12 Companies and 8 NGO's, 10 Display Booths and 3 Churches. ▪ Water Safety interviews were conducted at seven (7) radio stations and two (2) television stations.
<p>Administrative</p>	<ul style="list-style-type: none"> ▪ Continued re-engineering of the lifeguard service to overcome the challenges associated with the role and functions of lifeguards as defined by the Collective Agreement.

Legal Division

Area	Accomplishments/ Achievements
Provision of legal advice and Opinions to the Ministry of Tourism on its legal issues	<ul style="list-style-type: none">▪ Liaising with the Chief Parliamentary Counsel, the Office of the Attorney General, with respect to all legislation pertaining to the functions and objectives of the Ministry of Tourism▪ Liaising with the Solicitor General, the Office of the Attorney General on court matters in which the Ministry of Tourism is involved▪ Representing the Ministry of Tourism in contract negotiation, conciliation and arbitration procedures as a member of a team or individually▪ Assisting in the drafting of documents regarding policies of the Ministry of Tourism▪ Assisting in promoting and disseminating legal information of the Ministry of Tourism, as required▪ Preparing and/or reviewing all contracts, including contracts for services ▪ Preparation of Quarterly Reports as required under the Freedom of Information Act▪ Drafting of agreements for employment contracts and contracts for engagements of services

Human Resources Division

Area	Accomplishments/ Achievements
Training	Seventeen (17) Staff members and daily-rated workers participated in training programmes which were offered by the Public Service Academy, public/private institutions and by international organizations. The members of staff who benefitted from the training include staff from the Technical Units, Administrative Units, as well as, from the Lifeguard Services Unit.

General Administration Division

Area	Accomplishments/ Achievements
To provide an efficient messenger and mail support system.	<ul style="list-style-type: none">▪ Streamlining of Registry Procedures which allows for the quicker turnover of mails.▪ Establishment of a system for increase efficiency in the processing of invoices.

To maintain an effective Registry system.	<ul style="list-style-type: none"> ▪ Completion of Inventory on sites.
To ensure the maintenance of a safe and clean working environment	<ul style="list-style-type: none"> ▪ Completion of the following deliverables which facilitate compliance with the OSH Act 2004. <ul style="list-style-type: none"> ○ Regular representation at building Occupational, Health, Safety and Security. Committee meetings by selected wardens. ○ Inspection of building with the Fire Services.

Accounts Division

Area	Accomplishments/ Achievements
Ensure that the financial resources of the Ministry are prudently managed in keeping with the Ministry's mandate and in accordance with the Exchequer and Audit Act.	<ul style="list-style-type: none"> ▪ Estimates of Expenditure completed within stipulated time frame. ▪ Appropriation Accounts submitted to the Auditor General's Department within stipulated time frame for Recurrent Expenditure and Infrastructure Development Fund. ▪ TD4's completed and distributed in a timely manner. ▪ Timely submission of monthly Statement of Expenditure for Recurrent Expenditure & Development Programme to Ministry of Finance. ▪ Timely submission of quarterly and yearly projections as well as Requests for Releases to the Ministry of Finance. ▪ Timely payment of salaries, wages and bills. ▪ Savings Statement and mid year review submitted within stipulated time frame. ▪ Timely submission of Deposit Vouchers in respect of Treasury Deposits to the Comptroller of Accounts.

Internal Audit Division

Area	Accomplishments/ Achievements
Examining and reporting	<ul style="list-style-type: none"> (i) Completion of Audit work Programme for 2013/2014. (ii) Examination and verification of arrears due to Daily Rated workers as follows: <ul style="list-style-type: none"> (a) Arrears of overtime for 2012 (b) Arrears of wages and cola for 2011 to 2014 (c) Arrears of travelling for the period 2008 to 2013

Information Technology Division

Area	Accomplishments/ Achievements
<p>To match technological solutions and IT support functions with the mission, vision, strategic goals and objectives of the Ministry</p>	<ul style="list-style-type: none"> ▪ Website redesign (digital business) ▪ Website Training ▪ Microsoft Sharepoint Training ▪ Ruckus Wireless Access Point Implementation ▪ Enhancement of the Ministry’s IT capability through upgrade of systems and equipment. ▪ Network infrastructure upgrade (switches) ▪ VLAN implementation (in progress) ▪ Upgrade of end user equipment ▪ Maintainence of 8 Servers ▪ Weekly maintainence of MOT website ▪ Maintainence of ‘InsiderBuzz’ (intranet) ▪ Maintainence and upkeep of PBX (telephone) ▪ Maintainence of Security Access Control (SAC 701)

Monitoring and Evaluation Division

Area	Accomplishments/ Achievements
<p>To develop, implement and maintain a Results-Based Monitoring and Evaluation System including M&E policies, guidelines, performance indicators, methods, formats and analytical processes for the Ministry.</p>	<ul style="list-style-type: none"> ▪ Continued development of an acceptable results based Monitoring and Evaluation System focussed on the deliverables under the stated priority areas of Economic Growth, Job Creation, Competitiveness and Innovation. ▪ Collected, collated and analyzed the monthly data received from the Immigration Division on Tourist Arrivals to Trinidad and Tobago. ▪ The Unit produced the data in a useable format and an arrangement was established with the Central Statistcial Office for them to utilize the data. The tables developed were also shared with the Tourism Development Company and the Caribbean Tourism Organization and were developed to better monitor market trends and develop strategies to boost tourism arrivals in different source markets in particular, and tourism arrivals overall. ▪ Provided reliable feedback to the Permanent Secretary and Government Agencies on the performance of TDC based on data collected from the monitoring and evaluation framework that was developed for their projects

National Academy for the Performing Arts (NAPA)

Area	Accomplishments/ Achievements
Events	<p>For fiscal 2014 the NAPA Hotel facilitated a total of Forty eight (48) events. The facilities generated revenue of \$359,500.00. Payments received over the period totaled \$328,500.00, leaving a balance of \$31,000.00 outstanding.</p> <p>National Academy of Performing Arts (NAPA) facilitated many auspicious events including the hosting of a Korean Traditional Musical Delegation and a Nigerian Delagation and events hosted by the Office of the President.</p>
Administration	<p>For fiscal 2014 the NAPA Hotel facilitated a total of Forty eight (48) events. The facilities generated revenue of \$359,500.00. Payments received over the period totaled \$328,500.00, leaving a balance of \$31,000.00 outstanding.</p> <p>National Academy of Performing Arts (NAPA) facilitated many auspicious events including the hosting of a Korean Traditional Musical Delegation and a Nigerian Delagation and events hosted by the Office of the President.</p>
Rental of Rooms	<p>The rental of rooms has been restricted to visitors associated with visiting Heads of State, Diplomats and other foreign governmental agencies. The cost is be determined based on existing market prices. Consideration is given to other requests for rental in extenuating circumstances only.</p>

Communications

Area	Accomplishments/ Achievements
Organising and managing exhibitions, outreach programs and awareness sensitization	<p>Domestic Tourism Awareness Campaign in Fiscal 2014 Collectively pursued the following with FV Marketing:</p> <ul style="list-style-type: none"> ▪ Radio, Newspapers, Television and Social Media ▪ Branding of Lifeguard Vehicles with Campaign “Its About All of Us” ▪ Branding of public Buses with Campaign
Coordinating and developing relationships with regional and international agencies, with the objective of ensuring maximum coverage of the projects in the media in line with	<p>World Travel Market 2013 (London) The Trinidad and Tobago booth provided an enabling environment for tourism stakeholders to interact at the most successful World Travel Market according to statistics collected at the event. From a policy perspective, the Ministry created an opportunity to further advance the country’s position on the Air Passenger Duty</p>

<p>brand/messages conceptualised for the Ministry</p>	<p>to the UK Economic Secretary and the economic impact of any decision to increase the APD and the alternatives that Trinidad and Tobago will pursue if this issue is not addressed adequately. From a marketing and promotions perspective, the Trinidad and Tobago delegation successfully positioned the country as a destination for sport tourism and created opportunities for meaningful development in this niche area e.g. The Legends Masters Football Tournament.</p>
<p>Undertaking primary market intelligence with respect to opportunities and developments that may impact upon the tourism industry</p>	<p>Press Conferences and Media Launches</p> <ul style="list-style-type: none"> ▪ Tobago Fashion Coda ▪ Unveiling of Bengal Tigers at Zoo ▪ Regional Corporation Meetings ▪ Out of the Doubles Kitchen Book Launch ▪ BMX Riders Cocktail Reception ▪ Millhouse Fashion Showcase ▪ Memorandum of Understanding between MOT Ministry of Tertiary Education and Skills Training

HIV/AIDS Unit

Area	Accomplishments/ Achievements
<p>Develop annual HIV & AIDS strategic plans for the Ministry of Tourism and corresponding budget plans</p>	<ul style="list-style-type: none"> ▪ Baseline studies completed to ascertain knowledge, attitude and behaviours re. HIV & AIDS and other Sexually Transmitted Infections (STIs) among staff. ▪ Increased sensitization and awareness of HIV & AIDS and other Sexually Transmitted Infections (STIs) prevention among all staff including lifeguards and the Tourism Development Company Limited via workshops, seminars and printed literature; ▪ Established and chaired the HIV & AIDS Workplace Policy Committee toward to development of an HIV & AIDS Workplace Policy for the Ministry of Tourism and by extension its Stakeholders; ▪ Completed a Workplace Policy on HIV & AIDS for the Ministry of Tourism and by extension its stakeholders ▪ Eight (8) seminars held to sensitized staff of the Ministry of Tourism and the Tourism Development Company to the need for an HIV & AIDS Workplace Policy for persons infected and affected by HIV & AIDS in the workplace. ▪ Fulfilled the requirements of the Memorandum of Understanding (MOU) signed between the Permanent

	<p>Secretary, Ministry of Labour and Small and Micro Enterprise Development, HIV & AIDS Workplace Advocacy and Sustainability Centre (MOLSMED, HASC) and the Ministry of Tourism (MOT) on September 11th, 2012, by representing the Ministry of Tourism at HIV & AIDS related consultations/meetings/seminars/workshops with Governmental and Non-Governmental Organizations;</p> <ul style="list-style-type: none"> ▪ Provided therapeutic interventions and psychosocial support for persons infected and affected by HIV&AIDS in the workplaces via direct practice or through appropriate referrals to existing health and social services institutions.
<p>Coordinate/facilitate programmes for the delivery of educational programmes on general wellness, other chronic communicable and non-communicable diseases</p>	<p><u>HEALTH & WELLNESS:</u></p> <ul style="list-style-type: none"> ▪ Launched “<i>Operation Wellness Campaign</i>” in an attempt at encouraging healthy lifestyles among staff of the Ministry of Tourism; ▪ Hosted annual In-House one (1) day Health and Wellness Fair in collaboration with the North West Regional Health Authority and the Diabetes Association of Trinidad & Tobago; ▪ Hosted seminars on Stress Management, Anger Management and other health and wellness related matters; ▪ Facilitated in-house Immunization activity “<i>Vaccination: Your Best Shot!</i>” in collaboration with the Expanded Programme on Immunization (EPI)Unit, Ministry of Health to facilitate <p><u>TRAINING:</u></p> <ul style="list-style-type: none"> ▪ Completed Training Needs Assessment and Monitoring and Evaluation Instrument for HIV prevention in collaboration with the HIV Secretariat, Office of the Prime Minister ▪ Recruited thirty-two (32) volunteers from the staff of the Ministry of Tourism to be trained as Peer Educators in HIV & AIDS and other Sexually Transmitted Infections (STIs) ▪ Trained thirty-two (32) volunteers from the staff of the Ministry of Tourism as Peer Educators in HIV & AIDS and other Sexually Transmitted Infections (STIs)

Library

Area	Accomplishments/ Achievements
Information Technology Infrastructure	<p>The library registered 16 new users for the fiscal year 2013/2014. A total of 1216 newspapers articles were indexed, clipped, scanned and all metadata loaded onto the Greenstone Database. In addition 212 books, CDs/DVDs were accessioned, catalogued, classified, labelled/processed and entered into the Integrated Library Software, Alexandra V.6.</p>
To manage the selection and acquisition of books, periodicals, pamphlets and similar materials	<ul style="list-style-type: none"> ▪ 162 books and 27 audiovisual documents focusing on core and niche areas in tourism and allied disciplines were acquired. Other areas of development were also targeted: human resource management, marketing, leadership etc. ▪ New subscription to professional industry journal in electronic format was entered into. This included International Journal of Tourism Research and The National Geographic Traveler. ▪ The Library subscribes to a total of 30 periodical titles (11 electronic, 16 print and 3 newspapers).
To organize the information resources (collection) via the processes of classification and cataloguing	<p>Introduction of a new cataloging standard Resource Description & Access (RDA)</p> <ul style="list-style-type: none"> ▪ Resource Description and Access (RDA) is a standard for descriptive cataloguing providing instructions and guidelines on formulating bibliographic data. NALIS Libraries began implementing RDA cataloguing in June 2014, which has replaced Anglo-American Cataloging Rules (AACR2) and is applied with Machine Readable Cataloging 21 (MARC 21) to incorporate new records into the Alexandria v6 Researcher.
Provide reader's advisory services and furnish information on library activities, facilities and rules	<p>Circulation</p> <p>The library circulated 994 information resources for the reporting period October 2013 to September 2014. During this period there was an estimated 673 instances of the library being accessed and 60 information request/ queries were recorded. The library recorded 324 off site loans , that is, removal of books from the library via loan procedure; 670 instance of in house use of information resources, and 95 instances of information being requested delivered by electronic means. In addition, 27 technical officers and Heads of Departments would have received approximately 71 electronic documents comprising of tourism bulletins, reports and relevant journal articles.</p> <p>Library Programming</p>

The library mounted a number of informative mini exhibits focusing on traditional and international observances.

Exhibitions mounted:

- Men of Steel (Pioneers of the Steel Pan)
- Commemorating Indian Arrival Day – Traditions and Culture
- Happy Independence Day
- Republic Day
- World Tourism Day (September 27)

5 FINANCIAL OPERATIONS

The Ministry of Tourism operates under the accounting system and budgeting process of the Public Service as set out in the Exchequer and Audit Act Chapter 69:01.

Each fiscal year begins on October 1st of the respective year and ends on September 30th of the following calendar year. The Budget of the Ministry consists of the Recurrent Budget and the Capital Budget or Development Programme. The Recurrent Budget is used to fund expenses associated with the day-to-day operations of the Ministry and includes items such as staff salaries, utility bills, and purchase of goods and services and minor equipment. Also included in this section of the Budget are funds allocated for the operations of the TDC and the ZSTT.

Under the Development Programme, programmes/ projects are allocated to the Ministry for the implementation of various developmental projects, in keeping with the Ministry's mandate. Projects are categorized for funding under the Public Sector Investment Programme (PSIP) and the Infrastructure Development Fund (IDF). Projects may be infrastructural, that is, based on construction, refurbishment or upgrade works; or social, in terms of building awareness and capacity geared towards the development and sustainability of the industry.

The Ministry prepares Annual Estimates for both Recurrent and Capital Budgets by the end of April of each year and submits these to the Ministry of Finance in accordance with the Call Circular of the respective year. Funds are approved and allocated upon the reading of the National Budget by the Minister of Finance. Throughout the fiscal year, status reports which monitor progress in terms of project performance and expenditure are submitted to the Ministry of Finance. Monthly reports on the Recurrent Budget are also submitted to the Ministry of Finance. Reports are also submitted to the Office of the Prime Minister and the Ministry of Planning and Sustainable Development. At the end of the fiscal year, an Achievement Report detailing all works completed under each project is prepared and submitted to the Ministry of Finance.

Upon finalization of the various Budgets for the accounting period, Appropriation Accounts are submitted to the Ministry of Finance accounting for all funds provided to the Ministry in the financial year and detailing all transfers and expenditure for the period. A copy of the Appropriation Accounts for fiscal 2014 is attached at Appendix II.

6 SUMMARY REPORT ON TRAINING AND DEVELOPMENT

Training And Development Programme Conducted for Fiscal Year 2013/2014

- Developing Effective Policy
- Coaching and Mentoring
- Internal Audit int the Public Sector
- Protocol for Public Officers
- Distinguished Leadership & Innovation Conference 2014
- Project Management for Business Professionals
- Trade Unions in State Enterprises
- Tools and Techniques
- Healthscape 2014- Rejuvenation Day
- Disney's Approach to Quality Service
- Degrees of Deception: Fighting Credential & CV Fraud
- Professional Association of Diving Instructors (PADI) open water Scuba Diving,
- Physical Training Instructor programme

6.1 NUMBER OF VACANT, FILLED, CONTRACT AND ESTABLISHED POSITIONS IN FISCAL YEAR 2013/2014

Established Position	The Ministry of Tourism has sixty-three (63) permanent positions on its Establishment. Of these, twenty-six (26) are Professional and Technical, four (4) are Administrative, twenty-eight (28) are Clerical and Secretarial and five (5) are Manipulative.
Contract Position	The Ministry has fifty two (52) contract positions, twenty two (22) of which were filled and thirty (30) of which were vacant. The Ministry also had three (3) On –the- Job Trainees, and twenty-eight (28) officers employed on short term contract. Three (3) returning scholars were assigned, on contract, as Associate Professionals to the Ministry.
Daily Rated Position	A total of one hundred and ninety-six (196) daily-rated workers belong to the Lifeguard Services Division and comprise various categories of Lifeguards and Maintenance workers, which are classified as permanent, regular or casual.

7. REPORTING FUNCTIONS

This section details the type and purpose of Reports produced by the various Divisions of the Ministry of Tourism and the various users of this information. Reports are normally prepared on a daily, monthly, quarterly, half yearly and annual basis as follows:

1. Daily Reports

- Notification of Expenditure Report- this Report is prepared by the Accounts Division and submitted to the Treasury Division of the Ministry of Finance. It details all records of expenditure by the Ministry on a daily basis.

2. Monthly Reports

- Public Sector Investment Programme (PSIP) Status Reports – this Report is prepared by the Research and Planning Division and reflects actual expenditure, commitments and project performance on a monthly basis. This report is submitted for the consideration of the Permanent Secretary, Ministry of Tourism and subsequently submitted to the Ministry of Finance.
- Return of Expenditure – this Report details expenditure on each Vote of the Ministry. It is prepared by the Accounts Division and submitted to the Ministry of Finance.
- Reconciliation Statements – this Report reconciles the records of expenditure of the Ministry held at the Ministry of Tourism with those records held at the Ministry of Finance. It is prepared by the Accounts Division and submitted to the Ministry of Finance.
- Application for Credits – this Report is used to apply for funds/ releases under the Consolidated Fund. It is prepared by the Accounts Division and submitted to the Ministry of Finance.
- Transfer of Funds – this Report is prepared by the Accounts Division and submitted to the Ministry of Finance. It identifies and requests approval for transfer of funds between Votes with surpluses and shortfalls, to meet the financial commitments of the Ministry.
- Internal Audit Reports – Reports on the work of the Internal Audit Division are prepared and submitted to the Permanent Secretary.
- Office of the Prime Minister (OPM) Reports- this report is prepared by the Research and Planning Division and Human Resource Division. It shows all PSIP Projects as well as HR data. The report is submitted to the Permanent Secretary and subsequently submitted to the Office of the Prime Minister.

3. Quarterly Reports

- Report on Tourism Investment – this Report details the investment incentives granted, revenue foregone and employment generated for the period through investment in Tourism

infrastructure or ancillary services. This Report is prepared by the Investment Facilitation and Monitoring Division and submitted to the Ministry of Finance.

- Freedom of Information Act (FOIA) - this Report is prepared by the Legal Division and details a status of applications for information under the FOIA as well as the number of applications responded to under the various categories of requested information.

4. Half Yearly Reports

- Tourism Statistical Database – This Report, which is an internal document prepared by the Research and Planning Division and submitted for the information of the Minister and Permanent Secretary, presents a statistical overview of performance in the tourism industry covering areas such as tourism arrivals, room stock, airlift and contribution to Gross Domestic Product (GDP).
- National Performance Framework (NPF) Report- This report is based on the NPF which was developed by the National Transformation Unit, Ministry of Planning and Sustainable Development. This Report measures the Ministry's performance on implementation of its development program and its overall contribution to the priority areas assigned in the NPF. The Report is prepared by the Monitoring and Evaluation Unit in collaboration with Research and Planning Unit, Lifeguard Unit, Tourism Advisory Unit, Investment Monitoring and Facilitation Unit and Tourism Development Company (TDC). It is submitted to the National Transformation Unit, Ministry of Planning and Sustainable Development.

5. Annual Reports

- Annual PSIP Achievement Report – This Report is prepared by the Research and Planning Division and details all works completed, expenditure and allocations under each project for the fiscal year. It is submitted to the Ministry of Finance.
- Report on Project Performance under the Infrastructure Development Fund (IDF) - This Report is prepared by the Research and Planning Division and details all works completed, expenditure and allocations for all projects funded under the Infrastructure Development Fund for the fiscal year. It is submitted to the Ministry of Finance.
- Annual Administrative Report – this Report is prepared by the Research and Planning Division with inputs from each Division of the Ministry of Tourism. It gives an overview of the strategic focus and daily operations of the Ministry; highlights all achievements by Division for the year in review and any challenges that may have been experienced in the execution of the Ministry's mandate. This report is a statutory obligation for every Ministry and is submitted to Parliament annually.
- Freedom of Information Act - this Statement is prepared by the Legal Division and is published in the newspapers. It describes the Ministry's mandate and the resources used to implement the strategic goals and objectives of the Ministry.

- ICT Inventory Questionnaire- This Report is prepared by the Information Technology Division and submitted to the Ministry of Science and Technology. It details all IT hardware, software processes and expenditure for the Ministry of Tourism.
- Input into the National Budget – this Report is prepared by the Research and Planning Division and submitted to the Ministry of Finance. It identifies key programme and project achievements and future plans with timelines and cost estimates.

8 PROCUREMENT

The Ministry of Tourism's procurement system operates under statutory law and ensures that the principles of transparency, accountability and value for money guide all decisions. The Central Tenders Board Ordinance No. 22 of 1961 outlines procedures to be followed to obtain the most suitable supplies and services.

In the purchase of goods and services, the Permanent Secretary has the authority to expend up to one million dollars (\$1,000,000) and the Ministerial Tenders Committee has authority for expenditure between one million dollars (\$1,000,000) and two million dollars (\$2,000,000). Purchase of any goods or services over the cost of two million dollars (\$2,000,000) is managed by the Central Tenders Board. The Permanent Secretary also has the authority to procure consultancy services up to a maximum of five hundred thousand dollars (\$500,000).

Tender Procedures used by the Ministry of Tourism

The General Administration Division purchases goods and services for the Ministry. The Ministry has various methods of procuring goods and services, the most common of which is the use of the three-quotation system. This is where a minimum of three quotes are sourced for the required good or service. These are then evaluated and suppliers are selected based on lowest cost for the required quality of good or service.

The Ministry also uses Open Tendering as a method of procuring goods and services of higher value. This is done by inviting tenders through advertisement in the local media. Bids are evaluated upon receipt and selection is made based on lowest cost for the required quality of good or service.

Selective tendering is used when only a few firms are able to supply the required good or service. These firms are given letters of invitation and terms of reference which detail specifications and instructions to tenderers. Within ten working days all bids must be submitted and as above, bids are evaluated upon receipt and selection is made based on lowest cost for the required quality of good or service. The procedure for a Sole Tender is the same as that for Selective Tendering but in this case only one bid is received but the procedure remains the same.

In extenuating circumstances, a Sole Selective Tender procedure maybe used to procure goods and services where the good or service is required for an emergency or where the service is highly specialised.

9. INTERNAL AUDIT PROCEDURE

The main function of the Internal Audit Unit is to provide the management of the Ministry with the reasonable assurance that approved Internal controls and accounting systems are adhered to within the Ministry.

The Unit assists the Accounting Officer in the effective discharge of his/her responsibilities by furnishing objectives analyses, appraisals, recommendation and pertinent comments on the systems and controls reviewed and monthly reports are prepared and submitted to the Accounting Officer.

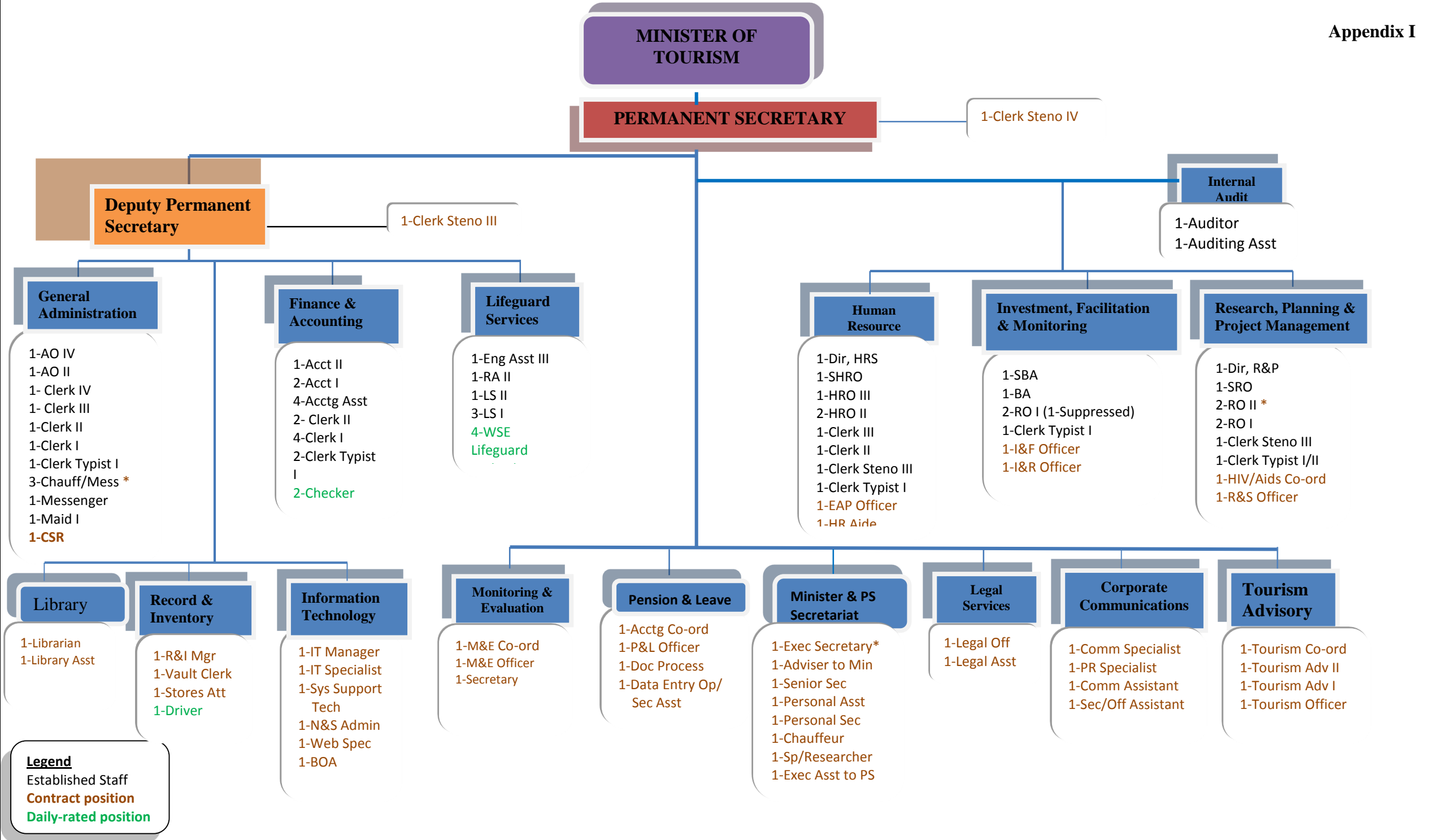
Conferences/ Trade Shows/Seminars

Representatives of the Ministry of Tourism attended the following Conferences/ Trade Shows/ Seminars in fiscal 2014:

- World Travel Market
- International Tourism Bourse (ITB) Trade Show and Convention
- Seatrade Cruise Shipping Miami Convention
- Cruise Lines International (CLIA) Cruise3Sixty
- Asia Pacific Regional Consultation on Sustainable Tourism Programme of the 10 Year Framework and Special Session on Challenges and Opportunities for the Sustainable Development of Tourism in Small Island Developing States.
- World Conference on Drowning Prevention *WCDP* in Potsdam, Germany.
- VII Americas Competitiveness Forum
- CTO's Business Meeting and State of the Industry Conference
- 19th World Route Americas / World Development Forum
- Participation in the UNWTO General Assembly
- Cruise Meetings
- Inaugural Flight of Jet Blue from Fort Lauderdale
- Conference on Cultural Communication for Diplomatic Officials from Latin American, Caribbean and South Pacific Area Countries
- Passport DC/Around the World Embassy Tour
- Participation at 3rd High Level Forum on Korea-Caribbean Partnership
- Caribbean Travel Marketplace
- International Tourism Bourse Trade Show and Convention
- ACS 25th Meeting of the Special Committee on Sustainable Tourism and Workshop on Best Practices and Lessons Learnt in Sustainable Tourism.

10 List of Appendices

- I. Organizational Chart
- II. Appropriation Accounts for fiscal 2014



Legend
 Established Staff
 Contract position
 Daily-rated position

