

MINISTRY OF TOURISM

# Ministry of Tourism

Administrative Report

2015

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## **Executive Summary**

The Administrative Report of the Ministry of Tourism for fiscal 2015 provides a concise summary of the achievements of the Ministry, during the reporting period, towards achieving the 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 2015 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.

The Report is comprised of eight sections which are outlined as follows:

### **Section 1 - Mandate and Priorities of the Ministry of Tourism**

This section outlines the mandate, priorities and organisational structure of the Ministry of Tourism.

### **Section 2- Core Divisions and Functions of the Ministry**

This section describes the core divisions and functions of the Ministry of Tourism.

### **Section 3- Performance Accomplishments**

This section lists the achievements of each Division of the Ministry of Tourism for fiscal 2015. Major achievements of the Ministry of Tourism during fiscal 2015 are as follows:

- The **Monitoring and Evaluation Division** continued its effort to improve data collection, which is critical to proper planning for the sector. A Working Committee comprising stakeholders was established to provide input for the various phases of a Baseline Survey. The Survey is intended to collect data in the tourism sector as it relates to among other things, businesses, accommodation, employment and income. The Survey seeks to identify the industry's existing situation as it relates to the national economic indicators. Data collection instruments were developed to capture visitor expenditure for both domestic and international visitors in Trinidad and Tobago over a twelve month period and data relative to existing tourism enterprises, employment, and wages earned, skills and training in the tourism industry.

The Working Committee also outlined the primary target population for the Survey comprising enterprises in accommodation, transport (ground), artisans, tours and sight-seeing. The visitor expenditure component commenced in July 2015.

**The Communications Division** in collaboration with the **Research and Planning Division** continued the tourism 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.

**The Research and Planning Division** also continued work in respect of product development. Approval was received for the Strategic Master Plan for the development of a Sugar Heritage Village and Museum (SHVM) at Brechin Castle, Couva over a 15 year period. Cabinet also agreed to the appointment of an Implementation Committee to drive the implementation of the above-mentioned Plan and the development of the SHVM.

During fiscal 2015, works commenced on the Maracas Beach Facility Improvement Project. The project aims to provide an environmentally sustainable, aesthetically pleasing, modern, safe and effectively managed attraction to meet international standards. Project components include:

- Construction of the North Coast Road Diversion
- Raising/Grading/Repaving of the Car Park
- Construction of a new Utility Corridor
- Supply and Installation of a new Waste Water Treatment Plant
- Demolition of existing vendor huts and construction of new vending huts/toilet facilities/Administrative Office.

The Research and Planning Division also continued efforts towards the implementation of the Southern Caribbean Cruise Initiative. The initiative comprises five islands and four destinations, namely Trinidad and Tobago, St. Lucia, St. Vincent and Grenada. In August 2015, the Ministry of Foreign Affairs advised that the Government of St. Vincent and the Grenadines had considered both the SCCI Project Proposal and the Memorandum of Understanding and had signaled its approval and willingness to partner with the other Caribbean counterparts in implementing this Initiative. Approval was also received for the inclusion of Aruba in the SCCI.

**In fiscal 2015, the Investment Facilitation and Monitoring Division** granted approvals for eighty-four (84) tourism taxi projects. In addition, evaluations were conducted and approvals were granted for:

- Nine (9) tourism accommodation projects that are currently ongoing,
- Duty free entry for the importation of goods such as items of furniture, fittings and equipment
- Seven (7) accommodation refurbishment projects

- The following ancillary (other) projects were granted incentives for project development and importation of construction material, fittings and equipment. The companies and the capital outlay made by each follow:
  - Fouraime Enterprises Limited (TT\$340Mn)
  - Starburst Limited trading as Skallywag Bay Adventure Park (TT\$30.8Mn)
  - Paddy's Aquatic Centre Ltd (TT\$350,000.00)
  - Splice Studios (TT\$7Mn)
  - Radical Sports Limited (TT\$75,000.00)
  - Cardio Vascular Specialist (projected at (US\$100Mn).

**The Lifeguard Services Division** also 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 2015.

#### **Section 4- Challenges**

This section provides details on challenges experienced by Divisions of the Ministry of Tourism in fiscal 2015, which include, staff shortages, uncompetitive compensation packages for contract staff and no clear declaration of strategic outcomes and performance targets for achievement by the implementation agency (TDC), making it difficult for the Monitoring and Evaluation Division to measure performance.

#### **Section 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. A copy of the Appropriation Accounts for fiscal 2015 is attached at Appendix II.

#### **Section 6- Summary Report on Training and Development**

This section highlights training provided to staff in fiscal 2015, as well as, the number of vacant, filled, contract and established positions at the Ministry of Tourism for fiscal 2015.

#### **Section 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

#### **Section 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.

## **Section 9- List of Appendicies**

This section provides a list of Appendicies to the Administrative Report 2015, namely, the Organisational Chart of the Ministry of Tourism and Appropriation Accounts for Fiscal 2015.

The tourism sector is regarded as critical to the achievement of economic growth through balanced and sustainable development and can be a catalyst for socio-economic benefits for local communities. The Ministry of Tourism's Administrative Report for fiscal 2015 provides insight into the work and achievements of the Ministry and its contribution towards development and growth of the tourism sector.

# **1 MANDATE AND PRIORITIES OF THE MINISTRY OF TOURISM**

## **1.1 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 2015, 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.

## **1.2 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).

## **1.3 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)

#### 1.4 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 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.

#### 1.5 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



## 2 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
<b>Research and Planning Division</b>	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.
<b>Tourism Policy and Advisory Unit</b>	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.
<b>Investment Facilitation and Monitoring Division</b>	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.
<b>Lifeguard Services Division</b>	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

	<p>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.</p>
<b>Legal Division</b>	<p>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.</p>
<b>Human Resources Division</b>	<p>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.</p>
<b>General Administration Division</b>	<p>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.</p>
<b>Accounts Division</b>	<p>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.</p>
<b>Internal Audit Division</b>	<p>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.</p>

<p><b>Information Technology Division</b></p>	<p>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.</p>
<p><b>Corporate Communications Division</b></p>	<p>This Division is charged with the responsibility of public awareness, corporate communications, media relations and related project execution.</p>
<p><b>Monitoring and Evaluation Division</b></p>	<p>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.</p>

## 2.1 SERVICES PROVIDED

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

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

	<p>and Industry, in forging policy positions relating to bilateral and multilateral international negotiations and Agreements;</p> <ul style="list-style-type: none"> <li>▪ 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;</li> <li>▪ 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;</li> <li>▪ To collaborate closely with the TDC and industry stakeholders in the implementation of various projects/events;</li> <li>▪ To strengthen stakeholder relationships through the hosting of consultations, workshops and conferences on relevant tourism issues;</li> <li>▪ 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;</li> <li>▪ To represent the Ministry on Cabinet-appointed and other committees and working groups concerned with tourism issues.</li> </ul>
<p><b>Investment Facilitation and Monitoring Division</b></p>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ To maintain an up-to-date and accurate database of approved tourism projects</li> <li>▪ To prepare quarterly report on tourism projects which were granted interim approval/approval.</li> <li>▪ To reconcile data on tourism projects that were granted interim approval/approval with TDC on a quarterly basis.</li> <li>▪ To process applications for the importation of items of tourism equipment customs duty free</li> <li>▪ To monitor and evaluate projects granted incentives under the Tourism Development Act 2000.</li> <li>▪ To monitor other financial mechanisms offered to the Sector by the Government of Trinidad and Tobago.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ To prepare quarterly report analyzing Smith Travel Research (STR) Global data on the hotel sector in 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.</li> <li>▪ To represent the Ministry of Tourism on Committees dealing with Investment and Investment Agreements</li> <li>▪ To represent the Ministry at Inter-Ministerial Committees and local, regional and international conferences/workshops</li> </ul>
<b>Lifeguard Services Division</b>	<ul style="list-style-type: none"> <li>▪ To provide a safe bathing environment at the beaches in Trinidad that are patrolled by Lifeguards</li> <li>▪ 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</li> <li>▪ To assist bathers in distress and provide preliminary after-care and transport to a public health institution</li> <li>▪ To maintain life-saving equipment</li> <li>▪ To maintain lifeguard towers, facilities and surrounding environment</li> <li>▪ To maintain a safe and clean beach environment</li> </ul>
<b>Legal Division</b>	<ul style="list-style-type: none"> <li>▪ Providing legal advice and Opinions to the Ministry of Tourism on its legal issues</li> <li>▪ 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</li> <li>▪ Liaising with the Solicitor General, the Office of the Attorney General on court matters in which the Ministry of Tourism is involved</li> <li>▪ Representing the Ministry of Tourism in contract negotiation, conciliation and arbitration procedures as a member of a team or individually</li> <li>▪ Assisting in the drafting of documents regarding policies of the Ministry of Tourism</li> <li>▪ Assisting in promoting and disseminating legal information of the Ministry of Tourism, as required</li> <li>▪ Preparing and/or reviewing all contracts, including contracts for services</li> </ul>

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

	<ul style="list-style-type: none"> <li>▪ To coordinate the strategy of the IT department with the other departments for the synchronization of planning and implementation of projects.</li> <li>▪ To implement and maintain efficient and effective channels to exchange information.</li> <li>▪ To leverage IT to address challenges and opportunities in the Tourism Industry.</li> <li>▪ To implement best practices to improve efficiency and assign additional resources to more strategic activities.</li> <li>▪ To optimize internal ICT infrastructure to load balance resources.</li> <li>▪ To engender a user friendly technical environment with knowledge based tendencies.</li> </ul>
<b>Corporate Communications Division</b>	<ul style="list-style-type: none"> <li>▪ Coordinating all the promotions for the Ministry of Tourism to ensure consistent communication.</li> <li>▪ 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.</li> <li>▪ 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.</li> <li>▪ Organising and managing exhibitions, outreach programs and awareness sensitization.</li> <li>▪ Supporting the other core departments within the Ministry of Tourism by providing event management, logistical, administration and delivery coordination.</li> <li>▪ Undertaking primary market intelligence with respect to opportunities and developments that may impact upon the tourism industry.</li> </ul>
<b>Monitoring and Evaluation Division</b>	<ul style="list-style-type: none"> <li>▪ To develop, implement and maintain a Results-Based Monitoring and Evaluation System including M&amp;E policies, guidelines, performance indicators, methods, formats and analytical processes for the Ministry to better inform decision-making.</li> <li>▪ To monitor and evaluate the Ministry's and TDC's projects and programmes to ensure alignment with National Goals and the National Tourism Policy.</li> <li>▪ To ensure that all performance data from these systems are collected, reviewed submitted to the</li> </ul>



	<p>central M&amp;E system under the National Transformation Unit of the Ministry of Planning and Development, the Office of the Prime Minister and any other Report as required.</p> <ul style="list-style-type: none"><li>▪ To develop proper data collection techniques and ensure that data is timely and relevant.</li><li>▪ To analyze tourism data to determine whether trends in the data are as a result of the Ministry's programmes and strategies.</li><li>▪ To represent the Ministry on various Committees, conferences and workshops as it relates to Monitoring and Evaluation.</li><li>▪ To monitor the implementation of the National Tourism Policy and the Ministry's Strategic Plan.</li><li>▪ 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.</li></ul>
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### 3 PERFORMANCE ACCOMPLISHMENTS

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

#### Research and Planning Division

Area	Accomplishments/ Achievements
<p><b>Establishment of a Sugar Heritage Village and Museum</b></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 <b>tourist attraction</b> 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”. The project which commenced in 2011, is led by the Ministry of Tourism and components are implemented by the Ministries of Sport and Youth Affairs and Community Development, Culture and the Arts.</p> <p>A number of activities have been accomplished to date, which include the following:</p> <ul style="list-style-type: none"> <li>▪ the establishment of a Visitor Information Centre</li> <li>▪ Soft launch of the Sugar Museum</li> <li>▪ Establishment of an Archives and Documentation centre</li> <li>▪ Collection of the historical Artefacts</li> <li>▪ Assessment of the structural integrity of several buildings</li> <li>▪ Completion of the Strategic Master Plan</li> </ul> <p>In fiscal 2015, Cabinet approved the Strategic Master Plan for the development of a Sugar Heritage Village and Museum (SHVM) at Brechin Castle, Couva over a 15 year period. Cabinet further agreed:</p> <ul style="list-style-type: none"> <li>▪ that Caroni (1975) Ltd. continue as the executing agency for the negotiation, execution and management of legal arrangements with prospective investors, business interests and others as they relate to lands and buildings on the compound which fall under its purview, the agreements to be entered into to be based on prior approval granted by the Ministry of Tourism in its capacity as project leader for the SHVM; and</li> <li>▪ the appointment of an <b>Implementation Committee</b> to drive the implementation of the</li> </ul>

<p><b>Maracas Beach Facility Improvement Project</b></p>	<p>above-mentioned plan and the development of the SHVM;</p> <p>The Maracas Beach Facility is one of Trinidad and Tobago’s premier tourist attractions. The Ministry of Tourism received approval for the redesign and redevelopment of the Maracas Beach and its facilities in keeping with the project objective to provide an environmentally sustainable, aesthetically pleasing, modern, safe and effectively managed attraction to meet international standards. Project Components include:</p> <ul style="list-style-type: none"> <li>▪ Construction of the North Coast Road Diversion</li> <li>▪ Raising/Grading/Repaving of the Car Park</li> <li>▪ Construction of a new Utility Corridor</li> <li>▪ Supply and Installation of a new Waste Water Treatment Plant</li> <li>▪ Demolition of existing vendor huts and construction of new vending huts/toilet facilities/Administrative Office.</li> </ul> <p>The Project commenced on July 13, 2015. (The Project Manager for the Ministry was assigned to the Research and Planning Unit)</p>
<p><b>Cruise Industry Development</b></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 2015 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.</p>
<p><b>Southern Caribbean Cruise Initiative</b></p>	<p>In July 2013, Cabinet agreed that the Ministry of Tourism, enter into negotiations with the Governments of Grenada, St. Vincent and St. Lucia with a view to arriving at an agreement regarding the implementation of a Southern Caribbean Cruise Initiative (SCCI). This project proposes a cruise circuit comprising six islands and five destinations, namely Trinidad and Tobago, St. Lucia, St. Vincent and the Grenadines, Grenada. The participating islands all agreed that Trinidad and Tobago has the capacity and should be the homeport. It is expected that Trinidad and Tobago will benefit substantially from this Initiative as its cruise industry’s capacity would be strengthened through the establishment of home porting, provisioning of ships and linkages with other supply sectors. The</p>

**Royal Caribbean Cruise Lines International ( RCL)**

Initiative considers the use of cruise ships as a key strategy in the transportation of passengers.

Cabinet in March 2015, approved:

- i. The project proposal and the Memorandum of Understanding for the implementation of the Southern Caribbean Cruise Initiative and circulation among the representatives of Trinidad and Tobago, Grenada, St. Vincent and the Grenadines and St. Lucia;
- ii. The **inclusion of Aruba** as a participating island in the Southern Caribbean Cruise Initiative; and
- iii. That the Ministry of Tourism seek the comments of the participating islands and the Ministry of Foreign Affairs on the Project Proposal and revised MOU.

In August 2015, the Ministry of Foreign Affairs advised that the Government of St. Vincent and the Grenadines had considered both the SCCI Project Proposal and the Memorandum of Understanding and had signaled its approval and willingness to partner with the other Caribbean counterparts in implementing this Initiative.

Royal Caribbean Cruise Lines International (RCL), is a Norwegian/American global cruise company based in Miami, Florida. It is the world's second-largest cruise line operator, after Carnival Corporation. Royal Caribbean Ltd. fully owns five cruise lines: Royal Caribbean International, Celebrity Cruises, Azamara Club Cruises, Pullmantur Cruises, and CDF Croisières de France. The Company has established two Training Centres in China and Indonesia respectively. The establishment of these Centres has been successful and RCL is seeking to establish a third centre within the Caribbean region. Trinidad was selected as a strong candidate by RCL for the establishment of a third Centre given the robust reputation of Trinidad and Tobago's educational system and facilities.

It is RCL's intention to pursue partnerships with local training institutions and Government Agencies in the immediate to long term. This initiative has great potential and will create opportunities for Trinidad and Tobago nationals to be recruited as staff, officers and crew members on board the cruise line's global ships and brands. Trinidad and Tobago can benefit in several ways from the pursuit of this initiative with RCL as follows:

	<ul style="list-style-type: none"> <li>▪ Increased employment opportunities for Trinidad and Tobago nationals</li> <li>▪ International awareness of Trinidad as RCL’s training destination</li> <li>▪ Utilization of RCL’s Trinidad and Tobago crew as Ambassadors to promote the country</li> <li>▪ Recognition of Trinidad and Tobago as a prime destination for hospitality and tourism training; and</li> <li>▪ Generation of foreign exchange earnings via national and Caribbean students.</li> </ul> <p>Staff from the Division are represented on the following Committees:</p>
<p><b>Integrated Coastal Zone Management (ICZM) Steering Committee</b></p>	<p>The Integrated Coastal Zone Management (ICZM) Steering Committee recommenced in April 2015 under the purview of the Ministry of Environment and Water Resources. In fiscal 2015, the ICZM Steering Committee performed the role of the Technical Advisory Committee for an Inter-American Development Bank (IDB) Technical Cooperation titled ‘Design and Feasibility study for a risk-resilient integrated coastal zone management program in Trinidad and Tobago’.</p> <p>The Ministry of Tourism is represented on the Steering Committee, as well as, on the Evaluation Committee to select Consultants to undertake the work under the Technical Cooperation.</p>
<p><b>Climate Service Work Team (CSWT)</b></p>	<p>The Office of Disaster Preparedness and Management (ODPM), in its capacity as Chief Implementer of Comprehensive Disaster Management (CDM) in Trinidad and Tobago engaged the Trinidad and Tobago Meteorological Services (TTMS) in the establishment of a “Climate Service Panel”, termed the “Climate Service Work Team”. The Climate Service Work Team (CSWT) facilitates discussion between the Trinidad and Tobago Meteorological Services, members of the ODPM and other key climate services stakeholders, on issues related to the advancement of climate services in Trinidad and Tobago.</p>
<p><b>Standing Negotiating Committee on Air Services Agreement</b></p>	<p>The Ministry of Tourism recognizes the critical role that airlift plays in the travel and tourism industry. The Ministry has increased its presence in the international arena. In fiscal 2015, the Ministry of Tourism continued its collaboration with several airlines towards expanding access to airlift and negotiating air services agreements</p>

	<p>as part of the Standing Negotiating Committee on Air Services Agreement.</p> <p>Airlift has received a boost with Jetblue and WestJet adding Trinidad and Tobago to its schedule, British Airways increasing the number of weekly flights and new airlines like Apollo originating out of Scandinavia and Gol out of Brazil. This has further improved the number of available seats to the destination and widens the strategic scope in terms of source markets from which the destination can expect an increase in visitor arrivals.</p>
<p><b>Tourism Education and Awareness</b></p>	<p>Improving the understanding and the importance of Tourism is crucial to achieve the sustainable development of the Tourism Industry in Trinidad and Tobago. Initiatives that boost public awareness on the benefits of the Industry, as well as, those that integrate tourism activities in primary and secondary schools' curriculum can result in real and meaningful change in public attitudes and perceptions regarding the Tourism Industry. The Ministry in fiscal 2015, engaged a Tourism Education Officer who is assigned to the Research and Planning Division.</p> <p>The Ministry of Tourism embarked on a number of initiatives to aid in the increase of public awareness on the value of tourism. These initiatives include:</p> <ul style="list-style-type: none"> <li>▪ Attendance at schools career days/fairs/seminars, to provide information on the importance of the tourism industry and available careers. These activities are carried out in conjunction with the Tourism Development Company, the Communications and the Lifeguards Unit. (Further details are provided under the Communications Unit).</li> <li>▪ On the resignation of the Project Manager, staff in the Division reviewed weekly progress Reports relating to the Maracas Beach Facility Improvement Project (MBFIP) and processed payment claims for the approval of the Permanent Secretary and onward transmission to the Ministry of Finance for payment under the Infrastructural Development Fund. The Division was also responsible for reviewing and highlighting any areas of concern with respect to the MBFIP.</li> <li>▪ The Division prepared all Monthly PSIP Reports and annual Report for submission to the Ministries of Finance</li> </ul>
<p><b>Other Achievements include:</b></p>	

	<p>and Planning and Sustainable Development. Staff in the Division also completed all Reports for the Office of the Prime Minister and a Cabinet Note exercise.</p> <ul style="list-style-type: none"> <li>▪ Staff in the Division prepared Estimates of Expenditure for Development Programme and prepared presentation to the Ministries of Finance and Planning and Sustainable Development.</li> <li>▪ All deadlines were met in relation to the submission of the Review of the Economy, Budget Initiatives and achievement report to the Ministry of Finance. This information is used as input into the Budget Presentation.</li> <li>▪ Officers in the Unit provided rapporteur services for the Community Development Partnership Forum</li> <li>▪ The Division ensured that Membership payments to the Caribbean Tourism Organization (CTO) and the United Nations World Tourism Organization (UNWTO) are processed in a timely fashion by the Accounts Division.</li> <li>▪ The Division supplies timely arrivals data to the Caribbean Tourism Organization for inclusion on their website. Data on all CTO member countries are included on CTO’s website and can be utilized for comparative purposes.</li> </ul>
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**Tourism Policy and Advisory Unit**

Area	Accomplishments/ Achievements
<p><b>Collaboration with other Ministries/Agencies</b></p> <p><b>The Ministry of Foreign Affairs</b></p>	<p>In keeping with the Unit’s role to provide technical advice to Ministries and other organizations as it pertains to tourism issues, the Unit provided comments, recommendations and support in relation to the following: -</p> <p>Preparation and submission of comments in relation to the following:</p> <ul style="list-style-type: none"> <li>▪ Candidacy of Brazil, Costa Rica and Mexico into the Executive Council of the United Nations World Tourism Organization (UNWTO)</li> <li>▪ Proposed Technical Meeting within the Framework of the High Level Consultative Mechanism and Draft Tourism</li> </ul>

<p><b>The Ministry of Community Development</b></p>	<p>Cooperation Agreement between Trinidad and Tobago and Venezuela</p> <ul style="list-style-type: none"> <li>▪ 40<sup>th</sup> Session of the ACP Parliamentary Assembly (ACP PA) and 30<sup>th</sup> Session of the ACP-EU Joint Parliamentary Assembly (ACP-EU-JPA).</li> </ul> <p>Preparation and submission of Policy Paper and PowerPoint Presentation re: 2nd Biennial Community Development Partnership Forum and Exhibition (CDPF-II)</p>
<p><b>The Ministry of Trade and Industry</b></p>	<p>Preparation and submission of comments re: follow-up action for CARIFORUM/European Union – Economic Partnership Agreement.</p>
<p><b>The Ministry of National Diversification and Social Integration</b></p>	<p>The Cabinet-appointed Committee to draft a National Heritage Policy for Trinidad and Tobago. Development and submission of comments re: the Draft National Heritage Policy Working Document</p>
<p><b>The Ministry of the Environment and Water Resources</b></p>	<p>Prepared an outline into the Sustainable Eco-Tourism Trail Development Project which is under the management of the TDC and TTITOA for the Matura Forest and Coastal Zone Pilot Protected Area Subcommittee.</p>
<p><b>The Tourism Development Company Limited</b></p>	<ul style="list-style-type: none"> <li>▪ Collaboration to develop and submit comments re: CHTA's White Paper's Call for New Public Private Sector Collaboration</li> <li>▪ Collaboration to develop and submit comments of areas of focus emanating from public hearing of the Joint Select Committee on Government Ministries, State Enterprises and Statutory Authorities (Group 2) held on April 10, 2015.</li> <li>▪ Development and submission of comments re: Letter of Commitment for Asclepius Green's application to the Green Fund Executing Unit for the Implementation of the Learn About the Forest (LEAF) Programme and implications for water quality testing by the Trinidad and Tobago Bureau of Standards (TTBS)</li> <li>▪ Collaboration to participate and organize activities at the 26<sup>th</sup> Meeting of the Association of Caribbean States on Sustainable Tourism held at the ACS in Port of Spain.</li> </ul>
<p><b>Representation at Conferences/Meetings Seminars/Workshops</b></p>	<p>The Unit represented the Ministry of Tourism at the following Committees/Meetings/ Conferences/Seminars/Workshops:</p> <ul style="list-style-type: none"> <li>▪ Ministry of Trade and Industry Services Sub-Committee.</li> </ul>



	<ul style="list-style-type: none"> <li>▪ First Peoples Development Committee.</li> <li>▪ National Heritage Policy Committee.</li> <li>▪ Association of Caribbean States (ACS) Special Committee on Sustainable Tourism</li> <li>▪ Local Organizing Committee for the Caribbean Premier League</li> <li>▪ Pawi Stakeholder Meeting</li> <li>▪ Matura Protected Area Stakeholder Sub-committee</li> <li>▪ First Diversity Conference – Ministry of National Diversity and Social Integration</li> <li>▪ Fourth Annual Development Evaluation Forum: <i>Moving Towards a Culture of M&amp;E in Trinidad and Tobago</i> – Ministry of Planning and Sustainable Development</li> <li>▪ Implementation of the Policy on the use of Service Dogs by Visually Impaired and Disabled Persons – Ministry of Agriculture, Land and Marine Resources</li> <li>▪ 2<sup>nd</sup> Biennial Community Development Partnership Forum and Exhibition – Ministry of Community Development - July 5<sup>th</sup> – 8<sup>th</sup>, 2015</li> <li>▪ Costa Rican Association of Tourism Professionals (ACOPROT) Re: Travel Mart EXPOCUR 2016, San José, Costa Rica.</li> </ul>
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**Investment Facilitation and Monitoring Division**

Area	Accomplishments/ Achievements
<b>Accommodation</b>	<p>For the period October 2014 to September 2015, the accommodation sector achieved the following:</p> <ul style="list-style-type: none"> <li>▪ Interim approval for the refurbishment of: <ul style="list-style-type: none"> <li>○ Randy Sendall trading as Anthisha Inn TT\$2.5Mn</li> <li>○ Financial Complex Suites Limited TT\$130Mn</li> </ul> </li>   <li>▪ Extended approval (<i>new permits, extended permits, new list of items to be imported</i>):</li> </ul> <p><i>New Permits</i></p> <ul style="list-style-type: none"> <li>○ The Star Hotel Trading as Regent Star</li> <li>○ Glen Tucker Trust Limited trading as Blue Waters Inn</li> </ul> <ul style="list-style-type: none"> <li>▪ <i>Extended Permits</i> <ul style="list-style-type: none"> <li>○ Allied Hotels Limited trading as Capital Plaza Hotel</li> <li>○ Crown Point Hotel Limited</li> <li>○ Caribe Hospitality of Trinidad and Tobago Limited trading as Courtyard by Marriott</li> <li>○ JN Enterprise Limited t/a Chaguaramas Management Company Ltd.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Coral Cove Marina Hotel Limited</li> </ul> <p>For the period October 2014 to September, 2015 eighty-four (84) applications were received of which forty-nine (49) were first time applicants for the tourism tax incentive while the other thirty-five (35) were repeat applicants having accessed the tourism tax incentive programme previously.</p>
<p><b>Transportation</b></p>	<p>The total estimated capital expenditure under tourism Taxi Projects for the period October 2014 to September, 2015 was <b>TT\$10.1Mn</b>. To facilitate this, Government had to forego revenue in the amount of <b>TT\$4.9Mn</b> which comprised of <b>Custom Duty</b> of TT\$2.1Mn and <b>Motor Vehicle Tax</b> of <b>TT\$2.8Mn</b>.</p>
<p><b>Tourism Ancillary (Other)</b></p>	<p>For the period October 2014 to September 2015 there were six (6) tourism ancillary (other) projects which were facilitated. The following is a listing of these companies and the capital outlay made by each company:</p> <ul style="list-style-type: none"> <li>▪ Fouraime Enterprises Limited TT\$340Mn</li> <li>▪ Starburst Limited trading as Skallywag Bay Adventure Park TT\$30.8Mn</li> <li>▪ Paddy's Aquatic Centre Ltd TT\$350,000.00</li> <li>▪ Splice Studios TT\$7Mn</li> <li>▪ Radical Sports Limited TT\$75,000.00</li> <li>▪ Cardio Vascular Specialist (projected at US\$100Mn)</li> </ul>

**Lifeguard Services Division**

Area	Accomplishments/ Achievements
<p><b>Infrastructure</b></p>	<ul style="list-style-type: none"> <li>▪ Installation of cupboards in first aid room and new extension works completed at Toco</li> <li>▪ Complete furnishing of sentry area, locker area, washroom, kitchen and equipment room and first aid room in Las Cuevas</li> <li>▪ Installation of lockers in first aid room and equipment room completed at Salaybia</li> <li>▪ Fencing of the water tank at the Maracas Facility completed.</li> <li>▪ Repair works of lifeguard facilities at Maracas were completed.</li> </ul>

<b>Training</b>	<ul style="list-style-type: none"> <li>▪ Physical Training Instructor programme, hosted by the Trinidad and Tobago Defence Force outfits the recipient with the necessary skills to conduct physical training, instruction and education. A full list of training is at item <b>6 – Summary Report on Training and Development.</b></li> </ul>
<b>Equipment</b>	<p>Equipment was purchased for all sites, these included:</p> <ul style="list-style-type: none"> <li>▪ Life support equipment (respirator kits etc.)</li> <li>▪ Diving equipment</li> <li>▪ Maintenance Equipment</li> <li>▪ Lifeguard Uniforms</li> </ul>
<b>Water Safety Education</b>	<ul style="list-style-type: none"> <li>▪ In fiscal 2015, Water Safety lectures and demonstrations were conducted at Schools, camps, Ministries, Companies and NGO's, as well as, at Display Booths and Churches.</li> <li>▪ Water Safety interviews were also conducted at radio stations and television stations.</li> </ul>
<b>Administrative</b>	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>

**Legal Division**

Area	Accomplishments/ Achievements
	<ul style="list-style-type: none"> <li>▪ Preparation of Quarterly Reports as required under the Freedom of Information Act</li> <li>▪ Drafting of agreements for employment contracts and contracts for engagements of services</li> </ul>

**Human Resources Division**

Area	Accomplishments/ Achievements
<b>Employee Relations</b>	<ul style="list-style-type: none"> <li>▪ 80% of Pension and Leave Records completed</li> <li>▪ 95% of Retirements processed and completed</li> <li>▪ 80% of Confirmations processed and completed</li> <li>▪ 85% of Increments processed and up-to-date</li> <li>▪ 85% of Performance appraisal processed and up-to-date.</li> </ul>

<p><b>Training</b></p>	<p>Staff participated in (20) training programmes offered by the Public Service Academy, public and private institutions as well as regional organizations. Training was provided for all categories of staff in areas that were:</p> <ul style="list-style-type: none"> <li>○ Unit specific (Public Sector Internal Audit within Trinidad and Tobago, Implementation of the Public Procurement and Disposal of Public Property Act No 1 of 2015, Emergency First Respondent Training and National Lifesaving Programme, Human Resource Leaders);</li> <li>○ general skills building programmes (Managing Employee Exit: Administering Interpreting and Termination clauses of persons employed on contract in the Public Service, and Health and Wellness)</li> </ul> <p>Regular meetings held with the representative Union, National Union of Government and Federated Workers to maintain good industrial relations.</p>
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**General Administration Division**

Area	Accomplishments/ Achievements
	<ul style="list-style-type: none"> <li>▪ Streamlining of Registry Procedures which allows for the quicker turnover of mails.</li> <li>▪ Establishment of a system for increase efficiency in the processing of invoices.</li> <li>▪ Completion of inventory at sites.</li> <li>▪ Completion of the following deliverables which facilitate compliance with the OSH Act 2004. <ul style="list-style-type: none"> <li>○ Regular representation at building Occupational, Health, Safety and Security. Committee meetings by selected wardens.</li> <li>○ Inspection of building with the Fire Services.</li> </ul> </li> <li>▪ Award of Security Contracts for NAPA Hotel and Head Office</li> <li>▪ Disposal of unserviceable items-under \$1000.00</li> </ul>

## Accounts Division

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

## Internal Audit Division

Area	Accomplishments/ Achievements
	<ul style="list-style-type: none"> <li>▪ Completion of Audit work Programme for 2014/2015.</li> <li>▪ Examination and verification of arrears due to monthly paid employees for the period 1/01/11 to 31/12/13 in accordance with Ministry of Finance Circular No. 3 of 2015.</li> </ul>

## Information Technology Division

Area	Accomplishments/ Achievements
	<ul style="list-style-type: none"> <li>▪ Network infrastructure upgrade (upgrading of 5 Servers)</li> <li>▪ Upgraded Wi-Fi network</li> <li>▪ Telephony upgrade (servicing and the purchasing of desk phones)</li> <li>▪ Avaya Administration training (better manage PBX)</li> <li>▪ Maintenance and upkeep of PBX (telephone)</li> <li>▪ Purchased 20 desktops and 10 Laptops</li> <li>▪ VLAN implementation (in progress)</li> <li>▪ Upgrade of end user equipment</li> <li>▪ Weekly maintenance of MOT website</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Maintenance of ‘Insider Buzz’ (intranet)</li> <li>▪ Maintenance of Security Access Control (SAC 701)</li> </ul>
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**Monitoring and Evaluation Division**

Area	Accomplishments/ Achievements
	<ul style="list-style-type: none"> <li>▪ Continued development of an acceptable results based Monitoring and Evaluation System focussed on the desired outcomes of Government Policy;</li> <li>▪ Collection, compilation and analysis of data with respect to projects and marketing strategies submitted to the various national agencies in compliance with the national M &amp; E standards and practices. These agencies include the National Transformation Unit of the Ministry of Planning and Development, the Policy, Strategy and Government Performance Management Division of the Office of the Prime Minister and the Ministry of Finance;</li> <li>▪ Collection, compilation and analysis of tourism data to better monitor market trends and develop strategies to boost tourism arrivals in different source markets in particular, and tourism arrivals overall. This includes the execution of the Tourism Baseline Survey project by the Unit to collect baseline data in the areas of tourism businesses, primary tourism employment, tourism incomes earned and tourism revenue;</li> <li>▪ Provided reliable feedback to the Permanent Secretary and Government Agencies on the performance of the Ministry and the TDC based on data collected from the monitoring and evaluation framework developed.</li> </ul>

## **4 CHALLENGES**

### *Tourism Policy and Advisory Unit*

- Shortage of staff due to vacancy of Tourism Officer
- Administrative/secretarial support is needed for the unit.

### *Human Resources Division*

- Inability to offer compensation packages to contract staff, as final offer is determined by the Department of the Chief Personnel Officer.

### *Information Technology Division*

- Unfilled positions in the Division militated against fulfilment of the Division's mandate.
- Difficulty obtaining quotes as some suppliers have exclusive rights to necessary branded equipment
- Funds for training of staff are minimal

### *Monitoring and Evaluation Division*

- Fiscal 2015 saw no clear Marketing Plan developed by the TDC with stated targets and timelines for achievement;
- No clear declaration of strategic outcomes and performance targets for achievement by the implementation agency (TDC), making it difficult for the Unit to measure performance.

## 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 1<sup>st</sup> of the respective year and ends on September 30<sup>th</sup> 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, 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, together with Budget Initiatives.

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 2015 is attached at **Appendix II**.



## **6 SUMMARY REPORT ON TRAINING AND DEVELOPMENT**

Staff training from the Public Service Academy and other Agencies were provided in the following areas:

- Implementation of the Public Procurement and Disposal of Public Property
- Anger Management Techniques
- Public Sector Internal Audit within Trinidad and Tobago
- Procurement and Administration of Government Contracts
- Performance Management
- Workmen's Compensation Insurance
- Emotional Intelligence
- The Expenditure Reconciliation System
- Inventory Management
- Employee Exit: Administering and Interpreting the termination clauses of persons employed on contract in the Public Service
- From Performance Planning to Documentation
- Cheque Generation and Cheque Security
- Recertification for National Lifeguard Service Award (NLA)
- Lifesaving Instructor Training (LIC)
- Lifeguard Instructor Training (LIC II)
- HIV & AIDS Peer Education
- Human Resource Leaders Retreat
- Negotiations Skills.

An orientation programme was also developed for new members of staff.

## 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).

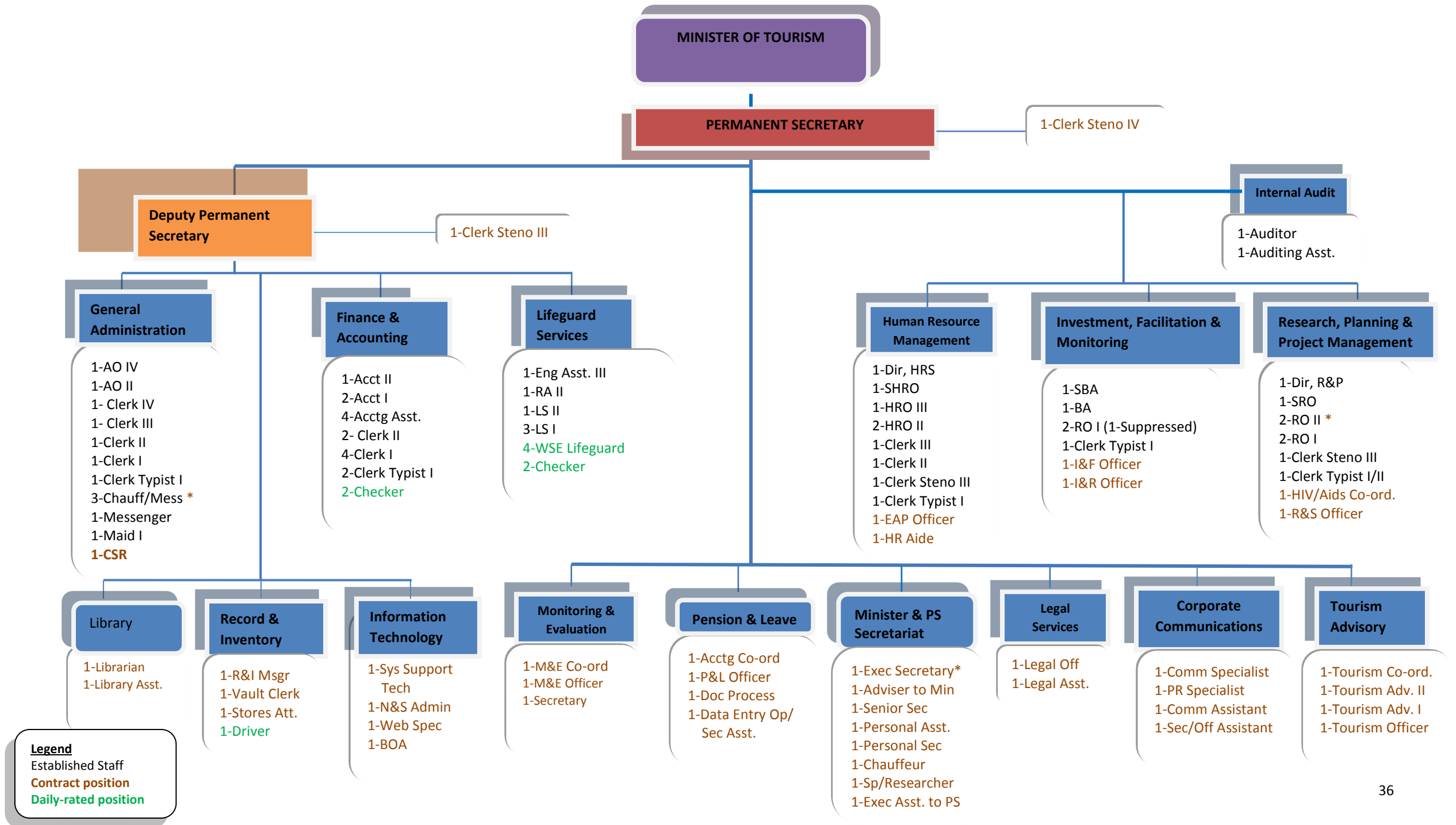
### **Tender Procedures used by the Ministry of Tourism**

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 a few firms are able to supply the required goods 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 goods 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 may be used to procure goods and services where the good or service is required for an emergency or where the service is highly specialised.



## **9 List of Appendices**

- I. Organizational Chart
- II. Appropriation Accounts for fiscal 2015

**MINISTRY OF TOURISM**

APPROPRIATION ACCOUNT

FOR

THE FINANCIAL YEAR

ENDED

2015 SEPTEMBER 30TH



## APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

## HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

## SECTION A - SUMMARY OF EXPENDITURE - 1

SUB-HEADS	ESTIMATES FINANCIAL YEAR 2015 \$ c	ACTUAL EXPENDITURE FINANCIAL YEAR 2015 \$ c	V A R I A N C E	
			LESS THAN ESTIMATES \$ c	MORE THAN ESTIMATES \$ c
<b>01 PERSONNEL EXPENDITURE</b>	<b>37226,000.00</b>	<b>34340,394.57</b>	<b>2885,605.43</b>	<b>0.00</b>
Original Provision: 36127,000.00				
Add: Transfer from 35/02/002/15 F: Bud: 12/35/4 dd 10/7/15				
Add: Transfer from 35/02/001/62 F: Bud: 12/35/4 dd 31/7/15	1099,000.00			
<b>02 GOODS AND SERVICES</b>	<b>94166,565.00</b>	<b>65990,640.23</b>	<b>28175,924.77</b>	<b>0.00</b>
Original Provision: 95479,465.00				
Less: Transfer to 35/03/002/01 F: Bud: 12/72/4 dd 04/05/15				
Less: Transfer to 35/03/002/04 F: Bud: 12/72/4 dd 04/05/15				
Less: Transfer to 35/01/002/05 F: Bud: 12/35/4 dd 10/7/15				
Less: Transfer to 35/01/002/20 F: Bud: 12/35/4 dd 10/7/15				
Less: Transfer to 35/01/001/01 F: Bud: 12/35/4 dd 31/7/15	(1312,900.00)			
<b>03 MINOR EQUIPMENT PURCHASES</b>	<b>1770,900.00</b>	<b>1478,267.78</b>	<b>292,632.22</b>	<b>0.00</b>
Original Provision: 1557,000.00				
Add: Transfer from 35/02/002/28 F: Bud: 12/72/4 dd 04/05/15				
Add: Transfer from 35/02/002/03 F: Bud: 12/72/4 dd 04/05/15	213,900.00			
<b>04 CURRENT TRANSFERS AND SUBSIDIES</b>	<b>49271,742.00</b>	<b>43628,298.41</b>	<b>5643,443.59</b>	<b>0.00</b>
<b>06 CURRENT TRANSFERS TO STATUTORY BOARDS &amp; SIMILAR BODIES</b>	<b>13444,000.00</b>	<b>13444,000.00</b>	<b>0.00</b>	<b>0.00</b>
<b>09 DEVELOPMENT PROGRAMME</b>	<b>22500,000.00</b>	<b>12275,388.20</b>	<b>10224,611.80</b>	<b>0.00</b>
<b>TOTAL</b>	<b>218379,207.00</b>	<b>171156,989.19</b>	<b>47222,217.81</b>	<b>0.00</b>

APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

SECTION B - SUMMARY OF EXPENDITURE - 2

	SUB HEAD / ITEM / SUB-ITEM	ESTIMATES FINANCIAL YEAR 2015		ACTUAL EXPENDITURE FINANCIAL YEAR 2015		VARIANCE	
		\$	C	\$	C	\$	C
<b>SUB HEAD 01</b>	<b>PERSONNEL EXPENDITURE</b>	<b>37226,000.00</b>		<b>34340,394.57</b>		<b>2885,605.43</b>	
Sub-Item 01	Salaries and Cost of Living Allowance	8704,000.00		8641,435.35		62,564.65	
02	Wages and Cost of Living Allowance	17880,000.00		17247,882.58		632,117.42	
03	Overtime - Monthly Paid Officers	40,000.00		3,106.19		36,893.81	
04	Allowances - Monthly Paid Officers	600,000.00		435,160.19		164,839.81	
05	Government's Contribution to National Insurance	2225,000.00		2044,588.04		180,411.96	
08	Vacant Posts - Salaries & C.O.L.A. (without incumbents)	1000,000.00		0.00		1000,000.00	
14	Remuneration-Members of Cabinet Appointed Committees	300,000.00		56,400.00		243,600.00	
20	Government's Contribution to Group Health Insurance - Daily-Rated Workers	170,000.00		168,203.70		1,796.30	
27	Government's Contribution to Group Health Insurance -Monthly Paid Officers	112,000.00		64,089.60		47,910.40	
29	Overtime - Daily-Rated Workers	4925,000.00		4472,592.79		452,407.21	
30	Allowances - Daily-Rated Workers	1270,000.00		1206,936.13		63,063.87	
<b>SUB HEAD 02</b>	<b>GOODS AND SERVICES</b>	<b>94166,565.00</b>		<b>65990,640.23</b>		<b>28175,924.77</b>	
Sub-Item 01	Travelling and Subsistence	1230,000.00		1037,475.26		192,524.74	
03	Uniforms	340,565.00		292,629.89		47,935.11	
04	Electricity	100,000.00		66,280.92		33,719.08	
05	Telephones	1340,000.00		942,354.32		397,645.68	
06	Water and Sewerage Rates	11,000.00		10,904.00		96.00	
08	Rent/Lease - Office Accommodation and Storage	765,500.00		683,290.00		82,210.00	
09	Rent/Lease - Vehicles and Equipment	100,000.00		0.00		100,000.00	
10	Office Stationery and Supplies	620,000.00		449,316.71		170,683.29	
11	Books and Periodicals	310,000.00		163,306.34		146,693.66	
12	Materials and Supplies	517,000.00		365,875.40		151,124.60	
13	Maintenance of Vehicles	820,000.00		616,667.34		203,332.66	
15	Repairs and Maintenance - Equipment	204,500.00		83,928.95		120,571.05	
16	Contract Employment	3800,000.00		2971,412.87		828,587.13	
17	Training	764,000.00		531,240.92		232,759.08	
19	Official Entertainment	100,000.00		0.00		100,000.00	
21	Repairs and Maintenance - Buildings	430,000.00		233,822.82		196,177.18	
22	Short -Term Employment	3500,000.00		2051,279.04		1448,720.96	
23	Fees	0.00		0.00		0.00	
27	Official Overseas Travel	1200,000.00		286,703.62		913,296.38	
28	Other Contracted Services	6300,000.00		930,111.35		5369,888.65	
37	Janitorial Services	638,000.00		573,056.42		64,943.58	
43	Security Services	4500,000.00		2896,111.31		1603,888.69	
57	Postage	10,000.00		5,175.00		4,825.00	
58	Medical Expenses	220,000.00		182,720.00		37,280.00	
62	Promotions, Publicity and Printing	65146,000.00		50171,041.95		14974,958.05	
66	Hosting of Conferences, Seminars and Other Functions	1180,000.00		443,728.30		736,271.70	
99	Employee Assistance Programme	20,000.00		2,207.50		17,792.50	
<b>SUB HEAD 03</b>	<b>MINOR EQUIPMENT PURCHASES</b>	<b>1770,900.00</b>		<b>1478,267.78</b>		<b>292,632.22</b>	
Sub-Item 01	Vehicles	650,000.00		646,000.00		4,000.00	
02	Office Equipment	143,194.00		27,968.25		115,225.75	
03	Furniture and Furnishings	320,000.00		146,781.63		173,218.37	
04	Other Minor Equipment	657,706.00		657,517.90		188.10	
<b>SUB HEAD 04</b>	<b>CURRENT TRANSFERS AND SUBSIDIES</b>	<b>49271,742.00</b>		<b>43628,298.41</b>		<b>5643,443.59</b>	
Item 001	Regional Bodies	1101,342.00		1099,102.30		2,239.70	
003	United Nations World Tourism Organization	488,746.00		488,746.00		0.00	
007	Households	200,000.00		158,895.00		41,105.00	
009	National Academy for Performing Arts (NAPA)	2970,400.00		881,555.11		2088,844.89	
011	Transfers To State Enterprises	44511,254.00		41000,000.00		3511,254.00	
<b>SUB HEAD 06</b>	<b>CURRENT TRANSFERS TO STATUTORY BOARDS AND SIMILAR BODIES</b>	<b>13444,000.00</b>		<b>13444,000.00</b>		<b>0.00</b>	
Item 004	Statutory Boards						
11	Zoological Society of Trinidad and Tobago	13444,000.00		13444,000.00		0.00	
<b>SUB HEAD 09</b>	<b>DEVELOPMENT PROGRAMME</b>	<b>22500,000.00</b>		<b>12275,388.20</b>		<b>10224,611.80</b>	
	<b>GRAND TOTAL</b>	<b>218379,207.00</b>		<b>171156,989.19</b>		<b>47222,217.81</b>	

## APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

## HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

## SECTION C - DETAILS OF EXPENDITURE

SUB-HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR 2015	ACTUAL EXPENDITURE FINANCIAL YEAR 2015	VARIANCE (See Note 1 for reasons for Variances)	
			LESS THAN ESTIMATES	MORE THAN ESTIMATES
<b>01 PERSONNEL EXPENDITURE</b>	<b>37226,000.00</b>	<b>34340,394.57</b>	<b>2885,605.43</b>	<b>0.00</b>
<b>001 GENERAL ADMINISTRATION</b>				
01 Salaries and Cost of Living Allowance Original Provision: 7000,000.00 Add: Transfer from 35/02/001/62 F:Bud: 12/35/4 dd 31/7/15 700,000.00	7700,000.00	7654,877.28	45,122.72	0.00
03 Overtime - Monthly Paid Officers	30,000.00	2,630.29	27,369.71	0.00
04 Allowances - Monthly Paid Officers	600,000.00	435,160.19	164,839.81	0.00
05 Government's Contribution to N.I.S	500,000.00	333,407.36	166,592.64	0.00
08 Vacant Posts - Salaries & C.O.L.A. (without incumbents)	1000,000.00	0.00	1000,000.00	0.00
14 Remuneration -Members of Cabinet Appt'd Committees	300,000.00	56,400.00	243,600.00	0.00
27 Government's Contribution to Group Health Insurance - Monthly Paid Officers	100,000.00	54,484.80	45,515.20	0.00
<b>TOTAL GENERAL ADMINISTRATION</b>	<b>10230,000.00</b>	<b>8536,959.92</b>	<b>1693,040.08</b>	<b>0.00</b>
<b>002 LIFEGUARD SERVICES</b>				
01 Salaries and Cost of Living Allowance. Original Provision 700,000.00 Add: Transfer from 35/02/001/62 F:Bud: 12/35/4 dd 31/7/15 304,000.00	1004,000.00	986,558.07	17,441.93	0.00
02 Wages and Cost of Living Allowance Original Provision: 18500,000.00 Less: Virement to 35/01/002/30 T:9/4/4 Vol. II dd 26/1/15 (620,000.00)	17880,000.00	17247,882.58	632,117.42	0.00
03 Overtime - Monthly Paid Officers	10,000.00	475.90	9,524.10	0.00
05 Government's Contribution to N.I.S Original Provision: 1600,000.00 Add: Transfer from 35/02/002/15 F:Bud: 12/35/4 dd 10/7/15 50,000.00 Add: Virement from 35/01/002/29 T:9/4/4 Vol. II dd 4/9/15 75,000.00	1725,000.00	1711,180.68	13,819.32	0.00
20 Government's Contribution to Group Health Insurance - Daily-Rated Workers Original Provision: 125,000.00 Add: Transfer from 35/02/002/15 F:Bud: 12/35/4 dd 10/7/15 45,000.00	170,000.00	168,203.70	1,796.30	0.00
27 Government's Contribution to Group Health Insurance -Monthly Paid Officers	12,000.00	9,604.80	2,395.20	0.00
<b>LIFEGUARD SERVICES Carried Forward</b>	<b>20801,000.00</b>	<b>20123,905.73</b>	<b>677,094.27</b>	<b>0.00</b>

## APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

## HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

## SECTION C - DETAILS OF EXPENDITURE

SUB-HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR 2015	ACTUAL EXPENDITURE FINANCIAL YEAR 2015	VARIANCE (See Note 1 for reasons for Variances)	
			LESS THAN ESTIMATES	MORE THAN ESTIMATES
\$ c	\$ c	\$ c	\$ c	\$ c
<b>LIFEGUARD SERVICES Brought forward</b>	<b>20,801,000.00</b>	<b>20123,905.73</b>	<b>677,094.27</b>	<b>0.00</b>
29 Overtime - Daily-Rated Workers Original Provision: 5000,000.00 Less: Virement to 35/01/002/05 T:9/4/4 Vol. II dd 4/9/15 (75,000.00)	4925,000.00	4472,592.79	452,407.21	0.00
30 Allowance - Daily-Rated Workers Original Provision: 650,000.00 Add: Virement from 35/01/002/02 T:9/4/4 Vol. II dd 26/1/15 620,000.00	1270,000.00	1206,936.13	63,063.87	0.00
<b>TOTAL LIFEGUARD SERVICES</b>	<b>26996,000.00</b>	<b>25803,434.65</b>	<b>1192,565.35</b>	<b>0.00</b>
<b>02 GOODS AND SERVICES</b>	<b>94166,565.00</b>	<b>65990,640.23</b>	<b>28175,924.77</b>	<b>0.00</b>
<b>001 GENERAL ADMINISTRATION</b>				
01 Travelling and Subsistence	650,000.00	533,128.39	116,871.61	0.00
03 Uniforms	4,465.00	3,892.25	572.75	0.00
04 Electricity	0.00	0.00	0.00	0.00
05 Telephones Original Provision:	1100,000.00	788,922.57	311,077.43	0.00
08 Rent / Lease - Office Accommodation & Storage Original Provision: 500,000.00 Add: Virement from 35/02/001/12 (\$33,000.00) 35/02/001/15 (\$32,500.00) T:9/4/4 Vol. II dd 23/7/15 65,500.00	565,500.00	545,290.00	20,210.00	0.00
10 Office Stationery and Supplies	500,000.00	381,412.95	118,587.05	0.00
11 Books and Periodicals	300,000.00	163,306.34	136,693.66	0.00
12 Materials and Supplies Original Provision 150,000.00 Less: Virement to 35/02/001/08 T:9/4/4 Vol. II dd 23/7/15 (33,000.00)	117,000.00	93,489.17	23,510.83	0.00
13 Maintenance of Vehicles	170,000.00	67,383.38	102,616.62	0.00
15 Repairs and Maintenance - Equipment Original Provision: 200,000.00 Less: Virement to 35/02/001/08 (\$32,500.00) 35/02/001/37 (\$68,000.00) T:9/4/4 Vol. II dd 23/7/15 (100,500.00)	99,500.00	67,114.00	32,386.00	0.00
16 Contract Employment	3800,000.00	2971,412.87	828,587.13	0.00
17 Training	200,000.00	140,338.26	59,661.74	0.00
19 Official Entertainment	100,000.00	0.00	100,000.00	0.00
21 Repairs and Maintenance - Buildings	30,000.00	25,158.22	4,841.78	0.00
22 Short -Term Employment	3500,000.00	2051,279.04	1448,720.96	0.00
<b>GENERAL ADMINISTRATION Carried Forward</b>	<b>11136,465.00</b>	<b>7832,127.44</b>	<b>3304,337.56</b>	<b>0.00</b>

## APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

## HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

## SECTION C - DETAILS OF EXPENDITURE

SUB-HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR 2015	ACTUAL EXPENDITURE FINANCIAL YEAR 2015	VARIANCE (See Note 1 for reasons for Variances)	
			LESS THAN ESTIMATES	MORE THAN ESTIMATES
\$ c	\$ c	\$ c	\$ c	\$ c
<b>GENERAL ADMINISTRATION Brought Forward</b>	<b>11136,465.00</b>	<b>7832,127.44</b>	<b>3304,337.56</b>	<b>0.00</b>
27 Official Overseas Travel	1200,000.00	286,703.62	913,296.38	0.00
28 Other Contracted Services Original Provision: 100,000.00 Add: Virement from 35/02/001/62 T:9/4/4 Vol. II dd 14/10/14 6000,000.00	6100,000.00	882,513.60	5217,486.40	0.00
37 Janitorial Services Original Provision: 420,000.00 Add: Virement from 35/02/001/15 T:9/4/4 Vol. II dd 23/7/15 68,000.00	488,000.00	481,056.42	6,943.58	0.00
43 Security Services	1000,000.00	798,550.64	201,449.36	0.00
57 Postage	10,000.00	5,175.00	4,825.00	0.00
58 Medical Expenses	20,000.00	6,000.00	14,000.00	0.00
62 Promotions, Publicity and Printing Original Provision: 72000,000.00 Less: Virement to 35/02/001/28 T:9/4/4 Vol. II dd 14/10/14 (6000,000.00) Less: Transfer to 35/01/001/01 (\$700,000.00) 35/01/002/01 (\$304,000.00) F: Bud: 12/35/4 dd 31/7/15 (1004,000.00)	64996,000.00	50075,796.65	14920,203.35	0.00
66 Hosting of Conferences, Seminars and Other Functions	980,000.00	319,041.30	660,958.70	0.00
99 Employee Assistance Programme	10,000.00	2,207.50	7,792.50	0.00
<b>TOTAL GENERAL ADMINISTRATION</b>	<b>85940,465.00</b>	<b>60689,172.17</b>	<b>25251,292.83</b>	<b>0.00</b>
<b>02 GOODS AND SERVICES</b>				
<b>002 LIFEGUARD SERVICES</b>				
01 Travelling and Subsistence Original Provision: 300,000.00 Add: Virement from 35/02/002/08 (\$100,000.00) 35/02/002/09 (\$100,000.00) 35/02/002/17 (\$80,000.00) T:9/4/4 Vol. II dd 23/7/15 280,000.00	580,000.00	504,346.87	75,653.13	0.00
03 Uniforms Original Provision: 500,000.00 Less: Transfer to 35/03/002/04 F: Bud: 12/7/2/4 dd 04/05/15 (163,900.00)	336,100.00	288,737.64	47,362.36	0.00
04 Electricity	100,000.00	66,280.92	33,719.08	0.00
05 Telephones	240,000.00	153,431.75	86,568.25	0.00
06 Water and Sewerage Rates Original Provision: 5,000.00 Add: Virement from 35/02/002/17 T:9/4/4 Vol II dd 11/3/15 6,000.00	11,000.00	10,904.00	96.00	0.00
08 Rent/Lease - Office Accommodation and Storage Original Provision: 300,000.00 Less: Virement to 35/02/002/01 T:9/4/4 Vol II dd 23/7/15 (100,000.00)	200,000.00	138,000.00	62,000.00	0.00
<b>LIFEGUARD SERVICES Carried Forward</b>	<b>1467,100.00</b>	<b>1161,701.18</b>	<b>305,398.82</b>	<b>0.00</b>

## APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

## HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

## SECTION C - DETAILS OF EXPENDITURE

SUB-HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR 2015	ACTUAL EXPENDITURE FINANCIAL YEAR 2015	VARIANCE (See Note 1 for reasons for Variances)	
			LESS THAN ESTIMATES	MORE THAN ESTIMATES
\$ c	\$ c	\$ c	\$ c	\$ c
<b>LIFEGUARD SERVICES Brought Forward</b>	<b>1467,100.00</b>	<b>1161,701.18</b>	<b>305,398.82</b>	<b>0.00</b>
09 Rent/Lease - Vehicles and Equipment Original Provision: 200,000.00 Less: Virement to 35/02/002/01 T:9/4/4 Vol II dd 23/7/15 (100,000.00)	100,000.00	0.00	100,000.00	0.00
10 Office Stationery and Supplies	120,000.00	67,903.76	52,096.24	0.00
11 Books & Periodicals	10,000.00	0.00	10,000.00	0.00
12 Materials and Supplies	400,000.00	272,386.23	127,613.77	0.00
13 Maintenance of Vehicles	650,000.00	549,283.96	100,716.04	0.00
15 Repairs and Maintenance - Equipment Original Provision: 200,000.00 Less: Transfer to 35/01/002/05 (\$50,000.00) 35/01/002/20 (\$45,000.00) F: Bud: 12/35/4 dd 10/7/15 (95,000.00)	105,000.00	16,814.95	88,185.05	0.00
16 Contract Employment	0.00	0.00	0.00	0.00
17 Training Original Provision: 650,000.00 Less: Virement to 35/02/002/06 T:9/4/4 Vol II dd 11/3/15 (6,000.00) Less: Virement to 35/02/002/01 T:9/4/4 Vol. II dd 23/7/15 (80,000.00)	564,000.00	390,902.66	173,097.34	0.00
21 Repairs and Maintenance - Buildings	400,000.00	208,664.60	191,335.40	0.00
23 Fees	0.00	0.00	0.00	0.00
28 Other Contracted Services Original Provision: 250,000.00 Less: Transfer to 35/03/002/01 F: Bud: 12/72/4 dd 04/05/15 (50,000.00)	200,000.00	47,597.75	152,402.25	0.00
37 Janitorial Services	150,000.00	92,000.00	58,000.00	0.00
43 Security Services	3500,000.00	2097,560.67	1402,439.33	0.00
58 Medical Expenses	200,000.00	176,720.00	23,280.00	0.00
62 Promotions, Publicity and Printing	150,000.00	95,245.30	54,754.70	0.00
66 Hosting of Conferences, Seminars and Other Functions	200,000.00	124,687.00	75,313.00	0.00
99 Employee Assistance Programme	10,000.00	0.00	10,000.00	0.00
<b>TOTAL LIFEGUARD SERVICES</b>	<b>8226,100.00</b>	<b>5301,468.06</b>	<b>2924,631.94</b>	<b>0.00</b>

## APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

## HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

## SECTION C - DETAILS OF EXPENDITURE

SUB-HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR 2015	ACTUAL EXPENDITURE FINANCIAL YEAR 2015	VARIANCE (See Note 1 for reasons for Variances)	
			LESS THAN ESTIMATES	MORE THAN ESTIMATES
\$ c	\$ c	\$ c	\$ c	\$ c
<b>03 MINOR EQUIPMENT PURCHASES</b>	<b>1770,900.00</b>	<b>1478,267.78</b>	<b>292,632.22</b>	<b>0.00</b>
<b>001 GENERAL ADMINISTRATION</b>				
01 Vehicles	0.00	0.00	0.00	0.00
02 Office Equipment	97,000.00	27,968.25	69,031.75	0.00
03 Furniture and Furnishings	100,000.00	72,774.53	27,225.47	0.00
04 Other Minor Equipment Original Provision: 120,000.00 Add: Virement from 35/03/002/02 T: 9/4/4 Vol II dd 23/7/15 30,476.00	150,476.00	150,466.34	9.66	0.00
<b>TOTAL GENERAL ADMINISTRATION</b>	<b>347,476.00</b>	<b>251,209.12</b>	<b>96,266.88</b>	<b>0.00</b>
<b>03 MINOR EQUIPMENT PURCHASES</b>				
<b>002 LIFEGUARD SERVICES</b>				
01 Vehicles Original Provision: 600,000.00 Add: Transfer from 35/02/002/28 F: Bud: 12/72/4 dd 4/5/15 50,000.00	650,000.00	646,000.00	4,000.00	0.00
02 Office Equipment Original Provision: 100,000.00 Less: Virement to 35/03/002/04 T: 9/4/4 vol II dd 21/5/15 (23,330.00) Less: Virement to 35/03/001/04 T: 9/4/4 Vol II dd 23/7/15 (30,476.00)	46,194.00	0.00	46,194.00	0.00
03 Furniture and Furnishings	220,000.00	74,007.10	145,992.90	0.00
04 Other Minor Equipment Original Provision: 320,000.00 Add: Transfer from 35/02/002/03 F: Bud: 12/72/4 dd 4/5/15 163,900.00 Add: Virement from 35/03/002/02 T: 9/4/4 vol II dd 21/5/15 23,330.00	507,230.00	507,051.56	178.44	0.00
<b>TOTAL LIFEGUARD SERVICES</b>	<b>1423,424.00</b>	<b>1227,058.66</b>	<b>196,365.34</b>	<b>0.00</b>

## APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

## HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

## SECTION C - DETAILS OF EXPENDITURE

SUB-HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR 2015	ACTUAL EXPENDITURE FINANCIAL YEAR 2015	V A R I A N C E (See Note 1 for reasons for Variances)	
			LESS THAN ESTIMATES	MORE THAN ESTIMATES
\$ c	\$ c	\$ c	\$ c	\$ c
<b>04 CURRENT TRANSFERS AND SUBSIDIES</b>	<b>49271,742.00</b>	<b>43628,298.41</b>	<b>5643,443.59</b>	<b>0.00</b>
<b>001 REGIONAL BODIES</b>				
01 Caribbean Tourism Organisation Original Provision: 1071,742.00 Add: Transfer of Funds from 35/04/009/01 T:9/4/4 Vol II dd 31/3/15 29,600.00	1101,342.00	1099,102.30	2,239.70	0.00
<b>TOTAL REGIONAL BODIES</b>	<b>1101,342.00</b>	<b>1099,102.30</b>	<b>2,240.00</b>	<b>0.00</b>
<b>003 UNITED NATIONS WORLD TOURISM ORGANISATION</b>				
01 United Nation Organisations Original Provision: 0.00 Add: Virement of Funds from 35/04/011/02 T:9/4/4 Vol II dd 13/9/15 488,746.00	488,746.00	488,746.00	0.00	0.00
<b>TOTAL UN WORLD TOURISM ORGANISATION</b>	<b>488,746.00</b>	<b>488,746.00</b>	<b>0.00</b>	<b>0.00</b>
<b>007 HOUSEHOLDS</b>				
01 Severance Benefits	200,000.00	158,895.00	41,105.00	0.00
<b>TOTAL HOUSEHOLDS</b>	<b>200,000.00</b>	<b>158,895.00</b>	<b>41,105.00</b>	<b>0.00</b>
<b>009 OTHER TRANSFERS</b>				
01 National Academy for the Performing Arts (NAPA) Hotel Original Provision: 3000,000.00 Less: Virement to 35/04/001/01 T:9/4/4 Vol II dd 31/3/15 (29,600.00)	2970,400.00	881,555.11	2088,844.89	0.00
<b>TOTAL OTHER TRANSFERS</b>	<b>2970,400.00</b>	<b>881,555.11</b>	<b>2088,844.89</b>	<b>0.00</b>
<b>011 TRANSFERS TO STATE ENTERPRISES</b>				
02 TOURISM DEVELOPMENT COMPANY (TDC) Original Provision: 45000,000.00 Less: Virement to 35/04/003/01 T:9/4/4 Vol II dd 13/9/15 (488,746.00)	44511,254.00	41000,000.00	3511,254.00	0.00
<b>TOTAL TRANSFERS TO STATE ENTERPRISES</b>	<b>44511,254.00</b>	<b>41000,000.00</b>	<b>3511,254.00</b>	<b>0.00</b>
<b>06 CURRENT TRANSFERS TO STAT BRDS &amp; SIMILAR BODIES</b>	<b>13444,000.00</b>	<b>13444,000.00</b>	<b>0.00</b>	<b>0.00</b>
<b>004 STATUTORY BOARDS</b>				
11 Zoological Society of T & T	13444,000.00	13444,000.00	0.00	0.00
<b>TOTAL STATUTORY BOARDS</b>	<b>13444,000.00</b>	<b>13444,000.00</b>	<b>0.00</b>	<b>0.00</b>



## APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

## HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

## SECTION C - DETAILS OF EXPENDITURE

SUB-HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR 2015	ACTUAL EXPENDITURE FINANCIAL YEAR 2015	V A R I A N C E (See Note 1 for reasons for Variances)	
			LESS THAN ESTIMATES	MORE THAN ESTIMATES
\$ c	\$ c	\$ c	\$ c	\$ c
<b>09 DEVELOPMENT PROGRAMME</b>	<b>22500,000.00</b>	<b>12275,388.20</b>	<b>10224,611.80</b>	<b>0.00</b>
<b>003 ECONOMIC INFRASTRUCTURE</b>	<b>7000,000.00</b>	<b>2748,239.20</b>	<b>4251,760.80</b>	<b>0.00</b>
<b>11 OTHER ECONOMIC SERVICES</b>				
<b>D. TOURISM</b>				
013 Establishment of Lifeguard Facilities	6200,000.00	2394,806.58	3805,193.42	0.00
015 Establishment of Sugar Heritage & Museum	0.00	0.00	0.00	0.00
017 Establishment of Amerindian Village, Arima	0.00	0.00	0.00	0.00
019 Tourism Sites and Attractions Upgrade	2000,000.00	0.00	2000,000.00	0.00
021 Cruise Tourism Initiative	1000,000.00	290,000.00	710,000.00	0.00
023 Restoration and Re-design of Maracas Beach Facility	0.00	0.00	0.00	0.00
025 Acquisition of Land and Development of Beach Facilities at Saline Bay, Toco	500,000.00	0.00	500,000.00	0.00
026 Development of Beach Master Plan	3000,000.00	0.00	3000,000.00	0.00
027 Tourism Baseline Survey	500,000.00	63,432.62	436,567.38	0.00
<b>TOTAL TOURISM</b>	<b>7000,000.00</b>	<b>2748,239.20</b>	<b>4251,760.80</b>	<b>0.00</b>
<b>005 MULTI- SECTORAL AND OTHER SERVICES</b>	<b>11500,000.00</b>	<b>5890,417.00</b>	<b>5609,583.00</b>	<b>0.00</b>
<b>03 DEVELOPMENT INSTITUTIONS</b>				
<b>E. TOURISM AND INDUSTRIAL DEVELOPMENT CO. OF T&amp;T</b>				
009 Establishment of the Trinidad and Tobago Convention Bureau	0.00	0.00	0.00	0.00
011 Incentive Upgrade of Hotel & Guesthouse Room Stock of Trinidad	3000,000.00	146,287.00	2853,713.00	0.00
015 POS Tourism Business Improvement Programme- Ariapita Avenue	0.00	0.00	0.00	0.00
017 National Tourism Quality Service Improvement Programme	600,000.00	200,000.00	400,000.00	0.00
019 Maracas Beach Community Tourism Initiative	1500,000.00	1384,920.00	115,080.00	0.00
021 Las Cuevas Beach Enhancement Project	2700,000.00	1250,000.00	1450,000.00	0.00
023 Manzanilla Beach Façade Improvement Project	500,000.00	500,000.00	0.00	0.00
025 Vessigny Beach Facility Upgrade Project	1200,000.00	1084,210.00	115,790.00	0.00
027 La Brea Pitch Lake Enhancement Project	700,000.00	700,000.00	0.00	0.00
029 Caribbean Tourism Small Enterprise Projects (STEP)	0.00	0.00	0.00	0.00
031 Certification of Tourism Programme Operators - TTIC	800,000.00	365,000.00	435,000.00	0.00
033 Environmental Conservation - Green Globe Awareness	250,000.00	250,000.00	0.00	0.00
035 Tourism Safety and Security Project	250,000.00	10,000.00	240,000.00	0.00
037 Tourism Sector Support Programme	0.00	0.00	0.00	0.00
043 Upgrade of Sites and Attractions	0.00	0.00	0.00	0.00
045 Toco Lighthouse Project	0.00	0.00	0.00	0.00
049 Eco-Tourism Development Project in Valencia	0.00	0.00	0.00	0.00
051 Penal/Debe Doubles Pavillion Project	0.00	0.00	0.00	0.00
<b>TOTAL TOURISM AND INDUSTRIAL DEVELOPMENT CO OF T&amp;T</b>	<b>11500,000.00</b>	<b>5890,417.00</b>	<b>5609,583.00</b>	<b>0.00</b>

## APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

## HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

## SECTION C - DETAILS OF EXPENDITURE

SUB-HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR 2015	ACTUAL EXPENDITURE FINANCIAL YEAR 2015	V A R I A N C E (See Note 1 for reasons for Variances)	
			LESS THAN ESTIMATES	MORE THAN ESTIMATES
\$ c	\$ c	\$ c	\$ c	\$ c
<b>06 GENERAL PUBLIC SERVICES</b>	<b>4000,000.00</b>	<b>3636,732.00</b>	<b>363,268.00</b>	<b>0.00</b>
<b>A. ADMINISTRATIVE SERVICES</b>				
001 Information and Communication Tecnology	1000,000.00	636,732.00	363,268.00	0.00
002 Strengthening of the Masquerade Industry	3000,000.00	3000,000.00	0.00	0.00
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>4000,000.00</b>	<b>3636,732.00</b>	<b>363,268.00</b>	<b>0.00</b>

APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

SECTION D - NOTES TO ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

<b>SUB HEAD 01</b>		<b>PERSONNEL EXPENDITURE</b>
<b>Item 001</b>	-	<b>GENERAL ADMINISTRATION</b>
Sub Item 01		<b>Salaries and Cost of Living Allowance</b> Not all Acting Allowances and Arrears were paid
Sub Item 03		<b>Overtime - Monthly Paid Officers</b>
Sub Item 04		<b>Allowances Monthly Paid Officers</b>
Sub Item 05		<b>Government's Contribution to N.I.S.</b>
Sub Item 08		<b>Vacant Posts - Salaries &amp; C.O.L.A. ( without incumbents)</b> Vacant Posts remained unfilled
Sub Item 14		<b>Remuneration - Members of Cabinet Appointed Committees</b> Cabinet Appointed Boards did not meet as much as expected
Sub Item 27		<b>Government's Contribution to Group Health Insurance - Monthly Paid Officers</b> Expenditure was less than projected
<b>Item 002</b>	-	<b>LIFEGUARD SERVICES</b>
Sub Item 01		<b>Salaries and Cola</b> Not all Arrears were paid
Sub Item 02		<b>Wages and C.O.L.A.</b>
Sub Item 03		<b>Overtime - Monthly Paid Officers</b>
Sub Item 05		<b>Government's Contribution to N.I.S.</b> Expenditure was less than projected
Sub Item 29		<b>Overtime - Daily-Rated Workers</b>
Sub Item 30		<b>Allowance - Daily-Rated workers</b> Expenditure was less than projected
<b>SUB HEAD 02</b>		<b>GOODS AND SERVICES</b>
<b>Item 001</b>	-	<b>GENERAL ADMINISTRATION</b>
Sub Item 01		<b>Travelling</b> Travelling claims were not excessive and expected travelling posts were not filled
Sub Item 05		<b>Telephones</b> Not all telephone bills were received in time for payment
Sub Item 08		<b>Rent/Lease - Office Accommodation and Storage</b>
Sub Item 10		<b>Office Stationery and Supplies</b>
Sub Item 11		<b>Books and Periodicals</b>
Sub Item 12		<b>Materials and Supplies</b>
Sub Item 13		<b>Maintenance of Vehicles</b> New Vehicles were bought so maintenance was less than expected
Sub Item 15		<b>Repairs and Maintenance - Equipment</b> Expenditure was less than projected
Sub Item 16		<b>Contract Employment</b> Some Contract positions remained unfilled
Sub Item 17		<b>Training</b> Expenditure was less than projected as some training programmes were not implemented

APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

SECTION D - NOTES TO ACCOUNTS

SUB HEAD 02

GOODS AND SERVICES (Cont'd)

Sub Item 19	<b>Official Entertainment</b> Expenditure was restricted
Sub Item 22	<b>Short-Term Employment</b> Intake of interns were not implemented
Sub Item 27	<b>Official Overseas Travel</b> Expenditure was restricted to requests received for Overseas Travel
Sub Item 28	<b>Other Contracted Services</b> Request for consultants were abandoned due to change in Permanent Secretary
Sub Item 37	<b>Janitorial Services</b>
Sub Item 43	<b>Security Services</b> Expenditure was less than projected
Sub Item 57	<b>Postage</b> The Ministry's vehicle was used to deliver some of the mail
Sub Item 58	<b>Medical Expenses</b> Only two claims were received for payment
Sub Item 62	<b>Promotions, Publicity and Printing</b> Expenditure was less than projected as some projects were not implemented
Sub Item 66	<b>Hosting of Conferences, Seminars and Other Functions</b> There was a reduction in the amount of activities undertaken
Sub Item 99	<b>Employees Assistance Programme</b> A minimum number of Employees accessed the programme
<b>Item 002</b>	<b>- LIFEGUARD SERVICES</b>
Sub Item 01	<b>Travelling</b> Travelling claims were not excessive
Sub Item 03	<b>Uniforms</b> Outstanding commitment remains unpaid
Sub Item 04	<b>Electricity</b>
Sub Item 05	<b>Telephones</b>
Sub Item 08	<b>Rent/Lease Office Accommodation and Storage</b> Expenditure was less than projected
Sub Item 09	<b>Rent/Lease - Vehicles and Equipment</b> New Vehicles were acquired
Sub Item 10	<b>Office Stationery and Supplies</b> Expenditure was less than projected
Sub Item 11	<b>Books and Periodicals</b> Subscriptions were taken up under General Administration
Sub Item 12	<b>Materials and Supplies</b>
Sub Item 13	<b>Maintenance of Vehicles</b>
Sub Item 15	<b>Repairs and Maintenance - Equipment</b> Expenditure was less than projected

**APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015**

**HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM**

**SECTION D - NOTES TO ACCOUNTS**

**SUB HEAD 02**

**GOODS AND SERVICES (Cont'd)**

Sub Item 17	<b>Training</b> The training plan was not fully implemented
Sub-Item 21	<b>Repairs - Maintenance to Buildings</b> No repairs to Head Office took place as projected
Sub Item 28 Sub Item 37	<b>Other Contracted Services</b> <b>Janitorial Services</b> Expenditure was less than projected
Sub Item 43	<b>Security Services</b> Expenditure under this vote was transferred to the Tourism Development Company (TDC)
Sub Item 58 Sub Item 62 Sub Item 66	<b>Medical Expenses</b> <b>Promotions, Publicity and Printing</b> <b>Hosting of Conferences, Seminars and Other Functions</b> Expenditure was less than projected
Sub Item 99	<b>Employees Assistance Programme</b> No employee accessed the programme

**SUB HEAD 03**

**MINOR EQUIPMENT PURCHASES**

Item 001	<b>GENERAL ADMINISTRATION</b>
Sub Item 02 Sub Item 03	<b>Office Equipment</b> <b>Furniture and Furnishings</b> Expenditure restricted to requests received
Item 002	<b>LIFEGUARD SERVICES</b>
Sub Item 02 Sub Item 03	<b>Office Equipment</b> <b>Furniture and Furnishings</b> Expenditure restricted to requests received

**SUB HEAD 04**

**CURRENT TRANSFERS AND SUBSIDIES**

Item 007	<b>HOUSEHOLDS</b>
Sub Item 01	<b>Severance Benefits</b> Expenditure was restricted to benefits approved for payment within the fiscal year
Item 009	<b>OTHER TRANSFERS</b>
Sub Item 01	<b>National Academy for the Performing Arts (NAPA)</b> Expenditure was less than anticipated
Item 011	<b>Transfers to State Enterprises</b>
Sub Item 02	<b>Tourism Development Company (TDC)</b> Expenditure was restricted to Releases received

**SUB HEAD 09**

**DEVELOPMENT PROGRAMME**

Most projects were not fully implemented

## APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

## HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

## SECTION D - NOTES TO ACCOUNTS

**NOTE 2: Details of Statements required by paragraph 9 of Comptroller of Accounts Circular No. 16 Dated 2014 August 22**

- a Details of nugatory or similar payments.  
These include payment for which no value or manifestly insufficient value has been received; - NIL
- b The amount of any unvouched or improperly vouched expenditure; - NIL
- c Overpayments discovered during the year with the following details:

No. of Cases of Overpayments discovered during the year	No. of Cases reported to the Comptroller of Accounts and Auditor General	Total Amount Overpaid \$	Amount Recovered \$
<b>GENERAL ADMINISTRATION</b> 32	7	123,023.06	110,273.06
<b>LIFEGUARD SERVICES</b> 4	4	592.00	432.00

- d Losses of cash and stores which were discovered during the year; - NIL
- e Losses of cash settled or written-off during the year; - NIL
- f Particulars of losses of stores settled or written-off during the year; - NIL
- g Misallocations, which if correctly charged would have resulted in excess in expenditure on any Sub-Head, Item or Sub-Item; - NIL
- h Irregular issues of stores; - NIL
- i Particulars of all gifts and/or donations received from agencies/entities within or outside of Trinidad and Tobago whether monetary or in kind. - NIL
- j Particulars of trust and other moneys held whether temporarily or otherwise by any officer in his official capacity, either alone or jointly with any other person, whether an officer or not in accordance with Section 2 of the Exchequer and Audit Act, Chapter 69:01; - NIL
- k Any major transactions affecting the Appropriation Account for the Financial year 2015 or relating to property for which the Accounting officer is responsible, and - NIL
- l (i) The total commitments which were outstanding as at 2015 September 30 in respect of each Sub-Head of Expenditure

SUB-HEAD/ DIVISIONS	PERSONNEL EXPENDITURE		GOODS AND SERVICES		MINOR EQUIPMENT PURCHASES		CURRENT TRANSFERS AND SUBSIDIES		DEVELOPMENT PROGRAMME	
	\$	c	\$	c	\$	c	\$	c	\$	c
General Administration		0.00	178,962.00		0.00		0.00			0.00
Lifeguard Services		0.00	32,774.00		0.00		0.00			0.00



APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2015

HEAD OF EXPENDITURE - 35 MINISTRY OF TOURISM

SECTION D - NOTES TO ACCOUNTS

**NOTE 6 -** DETAILS AND THE EXPLANATION FOR ANY DISCREPANCIES BETWEEN COMPTROLLER OF ACCOUNTS BALANCES AND THE APPROPRIATION ACCOUNT. \$7,335.00

	UNCASHED CHEQUES AS AT 30/9/2015	
COMPTROLLER OF ACCOUNTS	\$16,298,164.79	Difference of \$7,335.00 represents two(2) cheques that were taken up twice by Comptroller of Accounts
MINISTRY OF TOURISM	\$16,305,499.79	

**NOTE 7 -** TOTAL VALUE (\$) OF UNPRESENTED CHEQUES AS AT SEPTEMBER 30, 2015. \$16,305,499.79

SECTION E - CERTIFICATION

CERTIFICATE

I hereby certify that the Appropriation Account for the financial year ended 2015 September 30, submitted in accordance with Section 24 (1) (b) of the Exchequer and Audit Act Chapter 69:01, as amended by Act No. 23 of 1998 has been reconciled with the records of the Comptroller of Accounts (Paymaster's) Schedule of Receipts and Payments and any discrepancies have been identified and explained as a note to the account.

Date: 2016 January

.....  
 CECILIA GREAVES-SMITH  
 PERMANENT SECRETARY  
 ACCOUNTING OFFICER  
 as at September 30th, 2015  
 MINISTRY OF TOURISM