Head 35: Ministry of Tourism

$103,708,469.00 – 0.2% of National Budget

A summary of the Ministry’s Expenditure, Divisions and Projects.

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Table of Contents

About this Guide............................................................................................................................................... 4
Ministerial Overview......................................................................................................................................... 5
Key Statement from 2018 Standing Finance Committee Debate ............................................................... 9

Public Sector Investment Programme 2018/2019 Achievements ................................................................ 10
Auditor General Report Findings for the Fiscal year 2018 ............................................................................ 11
The Ministry’s total allocation as a percentage of the National Budget for the period 2014 to 2020. .......... 12
Where the Ministry spends its money ............................................................................................................. 13
Analysis and Summary of Expenditure ......................................................................................................... 20
Analysis of Expenditure Unique to the Ministry of Tourism ....................................................................... 21

Public Sector Investment Programme 2019/2020 Expectations ................................................................ 23
Noteworthy Development Programme Estimates in 2018-2020 ................................................................ 27
Status of New Projects for the Financial Year 2016-2017 ............................................................................. 28
Status of New Projects for the Financial Year 2017-2018 .......................................................................... 29
Status of New Projects for the Financial Year 2018-2019 ....................................................................... 30
General Useful Information ............................................................................................................................ 31
About this Guide

This guide provides a summary of expenditure for the Ministry of Tourism for the period 2014-2020. It provides Members of Parliament and stakeholders with an overview of the Ministry’s responsibilities. The primary purpose of this guide is to consolidate the information contained within the various Budget Documents pertaining to the Ministry of Tourism, and provide readers with an analysis of same. This guide is based primarily on:

- the Draft Estimates of Recurrent Expenditure;
- the Estimates of Development Programme;
- the Public Sector Investment Programme; and
- the Auditor General’s Report on the Public Accounts of the Republic of Trinidad and Tobago for the fiscal year 2018.
Head 35: Ministry of Tourism

Ministerial Overview

The Ministry of Tourism, of the Republic of Trinidad and Tobago serves as a catalyst in making Trinidad and Tobago a premier tourist destination. Through research, monitoring and evaluating trends, and partnering with industry stakeholders the Ministry develops policy and employs strategic intervention which aids in achieving its core objective—sustainable tourism.

The Ministry of Tourism also helps to build awareness of the tourism industry along with its implementation arm; the Tourism Destination Marketing and Product Development Company (Tourism Trinidad).

The Ministry’s main objective is to position tourism as a key contributor in the country’s economic sector—contributing significantly to the nation's Gross Domestic Product, through:

1. Job creation;
2. Increased revenue;
3. Uniquely differentiated, internationally competitive & fully functional physical infrastructure; and
4. Modern and competitive institutions and supported by the people of Trinidad and Tobago.

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 recognition, public and private sector partnership and a positive cultural transformation.

1 Accessed from the Ministry of Tourism website on October 3, 2019: http://www.tourism.gov.tt/Profile/Ministry-of-Tourism
The Ministry’s goals are:

- 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 international standards;
- To position Trinidad and Tobago as providing the warmest welcomed and highest level of international quality service in the Caribbean; and
- To market Trinidad and Tobago as a recognised tourism destination in every principal source market.

Main Departments

1. Research and Planning

The Division is involved in research and data collection to facilitate the planning and policy formulation process. 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 Research & Planning Unit’s responsibilities are:

- To undertake economic research that facilitates advice and the effective and efficient monitoring of the industry;
- To prepare annual PSIP Budget Estimates for the Ministry;
- To administer the release of funds from Ministry of Finance for execution of the PSIP under the Ministry;

• To execute PSIP projects which contribute to the strategic development of the tourism sector;
• To monitor the progress of the Ministry’s achievements under the PSIP;
• To maintain a Statistical Database of visitor arrivals and other crucial tourism statistics;
• To undertake research to facilitate the preparation of Cabinet Notes, Speeches, Media and other Briefs, Position Papers, and Comments on tourism related issues;
• To facilitate industry training to stakeholders including hoteliers, culinary practitioners and community groups;
• To work with stakeholders in building awareness of career opportunities in tourism;
• To assist in Strategic Planning for the Tourism Industry;
• To work with Local Government Bodies and Community Groups to foster community tourism development; and
• To represent the Ministry at Inter-Ministerial Committees and local, regional and international conferences/workshops.

2. **Tourism Advisory**

Formulates policy and guidelines for sustainable tourism development via research and collaboration with other Ministries/agencies, industry stakeholders and international developmental organisations. The Tourism Advisory Unit’s responsibilities are:

• To spearhead the formulation of policies, sub-policies and guidelines that advance the country’s tourism sector;
• To collaborate with other Ministries, particularly the Ministry of Foreign Affairs and the Ministry of trade and Industry in crafting policy positions relating to bilateral and multilateral international negotiations and agreements that impacts the tourism sector;
• To collaborate with other Ministries, industry stakeholders NGOs and other agencies with the aim of encouraging, supporting, strengthening and promoting linkages among all sectors of the economy in keeping with sustainable tourism development
• To collaborate with regional organizations on initiatives impacting the tourism industry in the Caribbean e.g. the Association of Caribbean States (ACS) and the Caribbean Tourism Organization (CTO);
• To represent the Ministry on cabinet-appointed and other committees and working groups concerned with tourism issues;
• To provide technical support of tourism related issues to the Ministry through reports, briefs and other documents; and
• To provide secretariat services to the Standing Committee for the Strategic and Sustainable Development of Tourism in Trinidad.

3. Corporate Communications

Crafts advertising and publicity campaigns to promote the work of the Ministry and to foster a better understanding of tourism within the local population, and builds both internal communications and relationships with other local tourism stakeholders. The Communications Unit’s responsibilities are:

• Improving the awareness, understanding, support and visibility of the local tourism industry;
• Promoting and popularising Trinidad and Tobago as a viable tourism destination both locally and internationally;
• Supporting the Ministry’s core operations in roll-out of tourism projects; and
• Strengthening the collaborative spirit amongst stakeholders, joint public-private partnership and corporate wellness in the Ministry.

Minister of Tourism: The Honourable Randall Mitchell, MP
Permanent Secretary: Mr. Richard Madray
Deputy Permanent Secretary (Ag.): Mrs. Esther Inniss
Key Statement from 2018 Standing Finance Committee Debate

During the Standing Finance Committee debate of 2018, the following statement was made in relation to the emphasis of the Ministry of Tourism for fiscal year 2018/2019:

“The Ministry of Tourism serves as a catalyst in developing Trinidad and Tobago as a premiere tourist destination. It is mandated to provide leadership and strategic direction in tourism development, formulate policy to guide tourism development, collaborate with all stakeholders on matters related to tourism development, facilitate and monitor the tourism incentives in accordance with the Tourism Development Act.

Mr. Chairman, over the last financial year, on the dissolution of the TDC, the Ministry was given additional responsibilities such as management of the operations of the cruise and airport tourism offices, the management of five sites and attractions, namely: Maracas Beach Facility, Las Cuevas Beach Facility, Manzanilla Beach Facility, Vessigny Beach Facility and the La Brea Pitch Lake Visitor Centre.

Public sector management for the tourism sector in Trinidad and Tobago is in a state of transition and the Ministry of Tourism is playing its role in supporting the operationalization of Tourism Trinidad Limited. The successor destination management and marketing company of the TDC in Trinidad, which we expect to be complete by the first quarter of this financial year. The THA, as you are aware, is responsible for the strategic direction and management of tourism in Tobago.

Tourism development in Trinidad is at a crossroad, with greater strategic focus being placed on tourism as a key sector in the diversification thrust of the island.”

- Minister of Tourism

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In fiscal 2019, the Ministry continued to focus its efforts on projects and programmes aimed at the enhancement of the tourism product. A total of $39 million was allocated to several projects within this sector, of which approximately $6.7 million was utilised during the period.

**Tourism Sites and Attractions Upgrade**

63. Work continued towards the improvement and enhancement of existing tourism infrastructure, while simultaneously identifying new and innovative additions to the sector. The Ministry received an allocation of $8 million to undertake a programme to upgrade sites and attractions. Of this, approximately $3.5 million was spent on the following projects:

- Las Cuevas Beach Facility;
- Maracas Beach Project;
- Establishment of the Tourism Regulatory and Licensing Authority; and
- Operationalisation of Trinidad Tourism Limited (TTL).

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35- MINISTRY OF TOURISM

Authorisation of Expenditure

- One of the main controls in the issuance of cheques is that of authorised signatories. The Accounting/Administering Officer is the first signatory on any cheque generated by a Ministry and Department. It is also incumbent on that officer to ensure that all policies and procedures required by the Financial Regulations are adhered to.

- At the Ministry of Health, it was noted that cheques prepared for the period 18th June, 2018 to 19th October, 2018 all bore the signature of the former Accounting/Administering Officer who was transferred to the Ministry of Tourism with effect from 18th June, 2018.

- Conversely, records at the Ministry of Tourism also revealed that for the same period cheques issued bore the signature of the former Permanent Secretary who was on pre-retirement leave for the period and whose effective date of retirement was 24th October, 2018.

- From October 2018, cheques issued at both the Ministry of Health and the Ministry of Tourism bore the signatures of the authorised Accounting Officer.

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The Ministry’s total allocation as a percentage of the National Budget for the period 2014 to 2020.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Allocation</th>
<th>National Budget</th>
<th>Percentage of National Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$183,573,431.00</td>
<td>$65,020,886,424.00</td>
<td>0.3%</td>
</tr>
<tr>
<td>2015</td>
<td>$171,156,989.00</td>
<td>$61,966,922,675.00</td>
<td>0.3%</td>
</tr>
<tr>
<td>2016</td>
<td>$104,808,594.00</td>
<td>$56,573,913,053.00</td>
<td>0.2%</td>
</tr>
<tr>
<td>2017</td>
<td>$58,486,476.00</td>
<td>$54,883,153,410.00</td>
<td>0.1%</td>
</tr>
<tr>
<td>2018</td>
<td>$38,994,208.00</td>
<td>$54,211,726,813.00</td>
<td>0.7%</td>
</tr>
<tr>
<td>2019</td>
<td>$39,926,490.00</td>
<td>$54,149,378,860.00</td>
<td>0.1%</td>
</tr>
<tr>
<td>2020</td>
<td>$97,208,469.00</td>
<td>$58,058,338,392.00</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

- Total allocation for the Ministry as a percentage of the National Budget illustrated a decrease in allocation to the Ministry of Tourism of 0.1% between the period 2018/2019 and 2019/2020.

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6 For the Fiscal Years 2014-2018, actual figures were used to calculate the Ministry’s total allocation. However, estimates were used to determine the Ministry’s total allocation for the Fiscal Years 2019 and 2020.

7 Total Allocation for the Ministry of Tourism = Recurrent Expenditure + Consolidated Fund

8 The National Budget = Total Recurrent Expenditure + Total Development Programme Consolidated Fund
Where the Ministry spends its money
2019-2020 Estimates of Expenditure

The budget allocation of $103,708,469 for the Ministry of Tourism is comprised of:

- The Draft Estimates of Recurrent Expenditure in the sum of $62,696,469;
- The Draft Estimates of Development Programme in the sum of $41,012,000.00
  - Consolidated Fund in the sum of $34,512,000.00; and
  - Infrastructure Development Fund\(^9\) in the sum of $6,500,000.00.

The Estimates of Recurrent Expenditure include:

- 01 Personnel Expenditure - $9,379,100;
- 02 Goods and Services - $40,033,079;
- 03 Minor Equipment Purchases $191,100; and
- 04 Current Transfers and Subsidies $13,093,190

The Ministry of Tourism’s:

- Recurrent Expenditure as a percentage of the total Recurrent Expenditure budget is 0.11%; and
- Consolidated Fund allocation as a percentage of the total Consolidated Fund allocation is 1.35%.
- Infrastructure Development Fund allocation as a percentage of the total Infrastructure Development Fund is 0.24%.

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\(^9\) Head 18 - Ministry of Finance, Sub-Head 04 – Current Transfers and Subsidies, Sub-Item 11- Infrastructure Development Fund (IDF) (Infrastructure Development Fund allocation is part of the Ministry of Finance allocation for the financial year. Therefore, the total recurrent expenditure for the Ministry of Rural Development and Local Government does not include the IDF funding.)
Summary of Recurrent Expenditure for the period 2014-2020

<table>
<thead>
<tr>
<th>Ministry of Tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 Personnel Expenditure</td>
</tr>
<tr>
<td>02 Goods and Services</td>
</tr>
<tr>
<td>03 Minor Equipment Purchases</td>
</tr>
<tr>
<td>04 Current Transfers and Subsidies</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Estimates 2020

- 01 Personnel Expenditure: 20.9%
- 02 Goods and Services: 63.9%
- 03 Minor Equipment Purchases: 15.0%
- 04 Current Transfers and Subsidies: 0.3%
Staff and Pay

The allocation of staff expenditure for the fiscal year 2020 is $22,031,279.00 which represents an increase of approximately 43% from the last fiscal year 2018. The following chart provides a breakdown of all expenditure related to staff from 2017-2019.

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Analysis and Summary of Expenditure

Recurrent Expenditure refers to the payments for expenses which are incurred during the day-to-day operations of the Ministry for Personnel Expenditure, Goods and Services, Minor Equipment Purchases and Current Transfers and Subsidies. Recurrent Expenditure for Fiscal Year 2019/2020 is $62,696,469.

- Recurrent Expenditure (Revised) for Fiscal Year 2018/2019 was $33,258,140. Comparing this figure with Fiscal Year 2019/2020, there is an increase of $29,438,329 or 89%.

- The largest portion of the allocation has consistently gone to Sub-Head 02 Goods and Services. This figure has been fluctuating over the period 2014-2020, accounting for approximately 64% of total funding for the Ministry for fiscal year 2019/2020 with the Ministry receiving $40,033,079 for its day to day operations.

- Minor Equipment Purchases received the lowest portion of the total allocation for the Ministry over the period 2014 to 2020.

- Current Transfers and Subsidies received the second largest portion of the allocation. Comparing 2018/2019 to 2019/2020, there was an increase in the allocation by $3,415,690 or 35%.
Analysis of Expenditure Unique to the Ministry of Tourism

Unique Expenditure refers to expenditure items incurred by the Ministry of Tourism that may not feature in other Ministries or Departments.

<table>
<thead>
<tr>
<th>01 Tourism Trinidad Destination Management Company Limited</th>
<th>Actual 2018</th>
<th>Revised Estimates 2019</th>
<th>Estimates 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,000,000</td>
<td>7,968,800</td>
<td>10,000,000</td>
</tr>
</tbody>
</table>

Summary of Development Programme Expenditure for the period 2014-2020\textsuperscript{13}

Development Programme is capital expenditure aimed at improving and enhancing development in different areas of Trinidad and Tobago which includes; human resources, economic and social development.

The Public Sector Investment Programme (PSIP), which represents the capital expenditure component of the National Budget, is the instrument used by Government to effect its vision and policies. It is a budgeting and strategic planning tool made up of projects and programmes, designed to realise the goals set out in the Government’s overarching policy.

The allocation of $41,012,000 for development programmes and projects for fiscal year 2019/2020 are presented in two parts as follows:

- Funds appropriated by the Parliament and disbursed directly from the Consolidated Fund 84%; and
- Funds disbursed from the Infrastructure Development Fund 16%.

\begin{tabular}{|l|c|c|c|c|c|c|}
\hline
\hline
\textbf{Multi-Sectoral and Other Services- Consolidated Fund} & 4,649,398 & 9,527,149 & 12,904,105 & 2,648,108 & - & - & 400,000 \\
\hline
\textbf{Social Infrastructure- Infrastructure Development Fund} & - & 25,007,460 & - & 1,067,021 & - & - & 6,500,000 \\
\hline
\textbf{Total} & 23,952,813 & 37,282,848 & 15,022,981 & 5,962,324 & 3,054,226 & 6,668,350 & 41,012,000 \\
\hline
\end{tabular}

Public Sector Investment Programme 2019/2020 Expectations

225. The tourism sector was also targeted for growth and development towards diversification of the economy. This sector also plays a critical role towards earning non-energy foreign exchange earnings and GDP. The Ministry of Tourism (MOT) seeks to achieve socio-economic transformation and growth through the development of a sustainable tourism sector by promoting effective stakeholder collaboration, successful strategic partnerships and policy formulation and implementation. In fiscal 2020, the MOT will continue to focus its efforts on projects and programmes which will significantly impact the delivery of services within the sector. As such, $41.0 million will be provided for projects and programmes to address the following areas:

- institutional and regulatory strengthening;
- service delivery and incentivized industry development; and
- sites and attractions development.

Development of the National Tourism Policy

226. As the MOT continues to align its mandate to Vision 2030, in fiscal 2020, the Ministry will revise the Tourism Master Plan. The Ministry will engage a consultant to conduct a comprehensive review of all existing and previous policies as well as plans and strategies that have been used to guide the tourism sector. The revision of the Tourism Master Plan is expected to result in the development of several key strategies and mechanisms for the governance, development and sustainable growth of the tourism sector in Trinidad and Tobago. The Plan will outline the way forward for maximizing the potential of the country as a globally competitive tourist destination. Funds in the sum of $1.8 million will be allocated for the development of the National Tourism Policy.

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Service Delivery and Industry Development

227. The following projects seek to improve the capacity of the tourism sector to offer world class service and improve the visitor experience:

- **Strategic Tourism Incentive Plan** - in an effort to improve the competitiveness of Destination Trinidad and Tobago and create an attractive investment climate, in fiscal 2020, the MOT proposes to engage a Tourism Incentives Advisory Committee (TIAC) to review the tourism incentive regime of Trinidad and Tobago and evaluate its effectiveness on the tourism sector. The TIAC will develop a Strategic Tourism Investment Plan as well as an Optimal Suite of Tourism Incentives for Trinidad and Tobago for the period 2019 – 2030;

- **ICT Infrastructure Development** - the MOT continues to enhance Information and Communication Technology (ICT) infrastructure in a bid to establish a sustainable, secure, robust, and reliable structure that allows for disaster recovery and business continuity, while providing a level of flexibility and scalability that expedites and encourages the introduction of new and innovative technology and services;

- **Caribbean Small Tourism Enterprises Project (STEP)** - the project aims to increase the number of tourism entrepreneurs within communities. This will be accomplished through the utilisation of capacity building as a tool to empower small tourism operators and communities to embrace opportunities for tourism as a sustainable business. The project also provides data gathered from initiatives which will further inform tourism policies and programme development as well as effectively communicate the tourism plan, vision and strategic direction with stakeholders and the general public; and
- **Development of a Tourism Education and Awareness Program for Destination Trinidad & Tobago** - Tourism affects all facets of socio-economic interactions and this is done through a comprehensive education and awareness programme. This will foster the necessary interest in the sector, stimulate a sense of ownership, and highlight the possibilities that exist for personal and professional advancement in the tourism sector. This project will develop a fresh local awareness campaign to influence national conversation and promote the importance of tourism and the attributes of various destinations. Additionally, a five (5) part animated video series that highlights communities and everyday persons who play an unconventional role in tourism development will be disseminated on social media, television and in schools. Funds in the sum of $0.42 million will be allocated for the implementation of these projects.

**Sites and Attractions Development**

228. The Ministry continues to work towards improving and enhancing the existing tourism plan, while simultaneously identifying new and innovative additions to the tourism product in Trinidad and Tobago. Historically, local sites and attractions have been regularly visited by both tourists and locals, however, over the years, these sites have fallen into disrepair. Several have also suffered acts of vandalism. As a consequence, in fiscal 2020, the MOT will continue the programme to upgrade sites and attractions in collaboration with the Regional Corporations, Non-Government Organizations (NGOs) and communities throughout Trinidad, with the intention of increasing visitors and revenue as a means of relieving the burden of upkeep and maintenance. Funds in the sum of $23.1 million will be allocated to meet expenditure associated with the following projects:

- **Tourism Sites and Attractions Upgrade** - This project seeks to upgrade and improve the aesthetics of a number of sites, attractions and beaches throughout Trinidad. Upgrades will vary at each site according to the existing topography and landscape. Homogenous signage, both directional and welcome, will be installed for sites, attractions, and related infrastructure. For fiscal 2020, the sites and attractions identified are:
Las Cuevas Beach Facility;
Paramin Lookout;
Manzanilla Beach Facility;
Blue Basin & Diego Martin Water Wheel;
Lopinot;
Temple in the Sea, Waterloo;
Caroni Bird Sanctuary Restoration Project; and
Caura River.

Maracas Beach Facility Improvement Project (Phase II) - will develop a tourist attraction that provides reliable public amenities in line with first class standards of functionality and aesthetics, thereby enhancing the overall beach-going experience. Furthermore, it will address drainage and other environmental challenges. In fiscal 2020, works will continue in developing a unique, recognisable visual identity and brand for the Maracas Beach Facility towards making the site an internationally competitive tourism product that can be marketed globally. Some of the main activities to be undertaken include:

- construction of vending huts;
- construction of public washroom and vendors’ washroom;
- construction of a staff building for workers;
- upgrade of the existing lifeguard building;
- installation of upgraded pump system for detention pond; and
- drainage system to address the drainage issues.
Noteworthy Development Programme Estimates in 2018-2020

The table below lists the projects that have been noted due to uncharacteristic variances in estimates for funding: ^15

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>003-11-D019</td>
<td>Tourism Sites and Attractions Upgrade</td>
<td>$9,000,000</td>
<td>$3,200,000</td>
<td>$8,000,000</td>
<td>-</td>
</tr>
<tr>
<td>003-011-D030</td>
<td>Development of the National Tourism Policy (2018)</td>
<td>$900,000</td>
<td>$300,000</td>
<td>$2,000,000</td>
<td>-</td>
</tr>
</tbody>
</table>


^16 Projects were not stated in the 2020’s Development Programme
Status of New Projects for the Financial Year 2016-2017

The following new projects received funding in the 2016/2017 financial year:

<table>
<thead>
<tr>
<th>Sub-Item Description</th>
<th>Project Item Description</th>
<th>2018 Actual</th>
<th>2019 Revised Estimates</th>
<th>2020 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>003-11-D028</td>
<td>Establishment of Trinidad and Tobago Tourism Regulatory and Licensing Authority</td>
<td>$360,000</td>
<td>$500,000</td>
<td>-</td>
</tr>
<tr>
<td>005-03-E053</td>
<td>Visitor Relationship Management System (VRMS)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>005-03-E055</td>
<td>Refurbishment of the TDC Cruise Ship Office and Quayside</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Status of New Projects for the Financial Year 2017-2018

The following new projects received funding in the 2017/2018 financial year:\n
<table>
<thead>
<tr>
<th>Sub-Item Description</th>
<th>Project -Item</th>
<th>2018 Actual</th>
<th>2019 Revised Estimates</th>
<th>2020 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>003-11-D029</td>
<td>Consultancy for the Development of a Strategic Tourism Incentive Plan</td>
<td>200,000</td>
<td>500,000</td>
<td>-</td>
</tr>
<tr>
<td>003-11-D030</td>
<td>Development of the National Tourism Policy (2018)</td>
<td>300,000</td>
<td>2,000,000</td>
<td>-</td>
</tr>
<tr>
<td>003-11-D031</td>
<td>Caribbean Small Tourism Enterprises Project (STEP)</td>
<td>600,000</td>
<td>540,000</td>
<td>-</td>
</tr>
<tr>
<td>003-11-D032</td>
<td>Tourism Agency- Trinidad</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Status of New Projects for the Financial Year 2018-2019

The following new projects that received funding in the 2018/2019 financial year:\(^{19}\):

<table>
<thead>
<tr>
<th>Sub-Item Description</th>
<th>Project Description</th>
<th>2018 Actual</th>
<th>2019 Revised Estimates</th>
<th>2020 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>003-11-D056</td>
<td>IT Infrastructure Upgrade</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>003-11-D057</td>
<td>Operationalization of Trinidad Tourism Limited (TTL)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>003-11-D058</td>
<td>Maracas Beach Facility Management Project</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>003-11-D059</td>
<td>Development of a Tourism Education and Awareness Program for Destination Trinidad and Tobago</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>003-11-D060</td>
<td>Development of a Theatre District</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

General Useful Information

- Ministry of Tourism, JAMAICA: http://www.mot.gov.jm/
- Tourism Fiji, FIJI: http://www.fiji.travel/
- Ministry of Tourism, REPUBLIC OF INDONESIA: http://www.indonesia.travel/en