FINANCIAL SCRUTINY UNIT

FIRST SESSION OF THE 12TH PARLIAMENT

OFFICE OF THE PARLIAMENT
OF TRINIDAD & TOBAGO

HEAD 80: MINISTRY OF TOURISM, CULTURE
AND THE ARTS - $169,764,606 / 0.9% of the National Budget

Summary for the Members of the Standing Finance Committee in their examination of the Ministry
Publication
An electronic copy of this Guide can be found on the Parliament website: www.ttparliament.org

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About this Guide

This guide provides a summary of expenditure for the Ministry of Tourism, Culture and the Arts for the period 2014-2021. 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, Culture and the Arts, 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 2019.
Head 80: Ministry of Tourism, Culture and the Arts, Culture and the Arts

Ministerial Overview

The Ministry of Tourism, Culture and the Arts, 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, Culture and the Arts 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, Culture and the Arts website on September 17, 2020: 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.

Realignment of Ministry of Tourism with the Division of Culture

As published in Trinidad and Tobago’s Gazette No. 158 of 2020, the Ministry of Tourism was realigned with the Division of Culture and the Arts which was previously assigned to the Ministry of Community Development. The Ministry was changed from Head 30: Ministry of Tourism to Head 80: Ministry of Tourism Culture and the Arts.

Culture and the Arts Division

The Culture Division focuses on the development of Trinidad and Tobago’s many cultural and artistic forms. It partners with and supports to the work of cultural organisations, community groups, arts based NGOs and artists and cultural workers. It also takes the

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lead on policy development and implementation for the culture sector. The Division is comprised of several Teams that directly correspond to its main strategic objectives as well as an Administrative Team which provides support to those named below. These are as follows:

1. **Development of Competencies in the Literary, Visual and Performing Arts**: Capacity building, skills development, and organisational strengthening are the main operations here.

2. **Development of Cultural Industries**: This Team leads initiatives designed to increase the commercial viability of the Culture Sector. They also manage the National Registry of Artists and Cultural Workers.

3. **Festival Development**: This team conducts the lion’s share of the Division’s major events, manages formal Cultural Exchanges and provides technical support to external agencies so as to improve the quality of their product.

4. **Heritage Preservation**: This team manages the Division’s portfolio of activities related to UNESCO Conventions, presents exhibitions on National Days and Festivals and other significant events. They also manage the Research Library of the Culture Division.

5. **Professional Arts Companies**: This team manages the National Performing Arts Companies inclusive of
   - the National Steel Symphony Orchestra [NSSO],
   - the National Philharmonic Orchestra [NPO] and
   - the National Theatre Arts Company [NTAC]

The Ministry’s portfolio has also expanded to include the following:

- **Culture and the Arts**
  - Carnival
  - Creative Arts
  - Cultural Products and Centres
  - Culture

- **Cultural Organisations**
  - National Days and Festivals
  - Steel Bands
  - Tassa

- **National Philharmonic Orchestra**
Statutory Boards and Other Bodies:
- Carnival Institute
- NAPA Hotel
- Naparima Bowl
- National Academy for the Performing Arts
- National Carnival Commission
- National Museum and Art Gallery

• National Steel Symphony Orchestra
• National Theatre Arts Company
• Queen’s Hall
• Southern Academy for the Performing Arts

Wholly Owned Enterprises:
• Tourism Trinidad Limited

Minister of Tourism: Senator the Honourable Randall Mitchell
Permanent Secretary: Mr. Richard Madray
CARIFESTA XIV 2019

2.24 Items purchased by the Information Technology Department (IT) for CARIFESTA namely, 60 Wi-Fi dongles and two other items of inventory as seen in the Vote Book were not recorded on the listing of items returned to the Ministry nor was it seen to be recorded in the Inventory Register.

2.25 There were three laptop computers and four TAB E tablets recorded on the Asset Register (IT) and also on the list of items returned to the Ministry. However, the Vote Book showed no evidence of payment or record of these items being committed.

2.26 There appeared to be a lack of control with regard to the issuing of Invoice Orders for payments under CARIFESTA. A sample of 12 invoice orders examined revealed the following:
   i. Information on the invoice orders such as name and address of supplier, description of goods were not fully entered on all the invoice orders.
   ii. There were five instances where all three copies of invoice orders were seen in the Invoice Order Book. These were not cancelled and were subsequently paid using an ‘Other Charges Voucher’.
   iii. There were three instances where invoice orders were committed in the Vote Book, without sufficient releases to cover the committed expenses.

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iv. Outstanding invoices were seen however, commitments were not seen recorded in the Vote Book.

2.27 Total Expenditure of $28,381,830.44 added to bills on hand of $12,355,316.35 was in excess of the 2018/2019 Allocation of $28,400,000.00 by an amount of $12,337,146.79.
Key Statement from 2019 Standing Finance Committee Debate

During the Standing Finance Committee debate of 2019, the following statement was made in relation to the emphasis of the Ministry of Tourism, Culture and the Arts for fiscal year 2019/2020:

“….public sector management for the tourism sector has transitioned away from the old TDC model into the creation of two destination marketing and management entities, one for Trinidad, and one for Tobago in recognition of each island’s unique selling proposition. Tourism Trinidad which falls under the Ministry of Tourism, Culture and the Arts, and the Tobago Tourism Agency managed by the THA are now operationalized and have begun to add value in the turnaround of the tourism sectors on each island with improvement seen in several performance indicators.”

“Over the next year both entities will continue to work towards increasing visitor arrivals and tourism’s overall contribution to GDP, improving Trinidad’s and Tobago’s tourism product offerings thereby enhancing visitor experience, and building compelling and internationally recognized destination brands in the new global landscape.”

- The Honourable Randall Mitchell, Minister of Tourism

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Tourism As part of the thrust to enhance non-energy sectors towards a sustainable and diversified economy, the Government has actively pursued the development of the country’s tourism product. In fiscal 2020, the Ministry of Tourism (MOT) continued to focus its efforts on initiatives pertaining to product development and strategic marketing. A total of $41 million was allocated to the Ministry and 32 percent was utilised for the following programmes and projects:

**Tourism Sites and Attractions Upgrade**

- For fiscal 2020, the sum of $13 million was allocated for the implementation of the Tourism Sites and Attractions Upgrade project to enhance the visitor experience. The sum of $3.6 million was expended in fiscal 2020 for upgrading works to the following facilities:
  - Las Cuevas Beach Facility – works conducted include the upgrade of washroom facilities, plumbing, drainage, electrical and signage;
  - Manzanilla Beach Facility – works undertaken include repairs to the concrete benches and roof, construction of ramps, air condition, electrical, plumbing and drainage infrastructure;
  - Vessigny Beach Facility – work conducted include upgrades to the carpark, washrooms, guard booth, boathouse, office building, gazebo and waste water treatment;
  - Maracas Beach Facility – works on the relocation of temporary office containers, demolition of abandoned booths, installation of the potable water tank farm and outdoor showers were completed. Repairs to the lifeguard building are ongoing;

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• La Brea Pitch Lake Facility – works on the upgrading of the kitchen to a canteen, installation of new flooring and nine canopies, air conditioning, electrical, plumbing, closed circuit television, sprinklers, storage room and termite treatment were completed. Other works including signage and landscaping;

• Paramin Village Lookout – land acquisition and the procurement of a contractor were completed. The initial designs were also completed and reviewed by the MOT and UDeCOTT, however, construction of the lookout was delayed due to COVID-19 restrictions.

Consultancy for the Development of a Strategic Tourism Incentive Plan

The MOT maintains its commitment to improving the competitiveness of Destination Trinidad and providing the most attractive investment environment. It is proposed that the development of a Strategic Tourism Incentive Plan will provide the core activities for execution to improve Trinidad and Tobago competitiveness and position in the regional and global Tourism Market. The primary aim is to provide a competitive suite of niche-specific tourism incentives that correlate to the National Tourism Policy of Trinidad and Tobago and the Tourism Roadmap for Tourism Sector Development for the period 2016 to 2020.

In fiscal 2020, the Ministry was able to complete the five (5) stakeholder consultations were conducted which comprised of two in Trinidad and three in Tobago. This completed all required consultations to obtain input for the draft report. In addition, meetings with other stakeholders were held which included the Trinidad and Tobago Public Transport Service Corporation (PTSC), the Ministry of Works and Transport - Port Operations and Transport Division, Trinidad and Tobago Automobile Association and the Ministry of Trade and Industry. This project is proposed to be completed in September 2020.

Tourism Stakeholders Enterprise Programme (TSEP)

The Tourism Stakeholders Enterprise Programme (TSEP) aims at fostering the creativity and innovation for Micro, Small and Medium Enterprises (MSME) through relevant training. This programme commenced in fiscal 2020, with a diagnostic assessment of its
performance through a nationwide evaluation on the quality and culture of services provided. Training has commenced for frontline tourism staff in areas of defensive driving, first aid and cardiopulmonary resuscitation (CPR).

**Development of a Tourism Education and Awareness Programme for Destination Trinidad and Tobago**

This project entails an education and awareness campaign utilising videos under the theme ‘It's TIME for T&T’ to influence national conversation and promote the importance of tourism and the various attributes of the destination. The production of three videos have been completed and two additional videos are currently in the final phase of production. A draft project proposal has been developed for dissemination of the videos.

**Maracas Beach Facility Improvement Project**

This project aims at ensuring that Maracas Beach Facility has first class facilities, remains an attractive tourist destination and offers commercial opportunities for the entrepreneurial resident community. A sum of $6.5 million was allocated to this project and 47 percent was utilised. Drainage works are completed and the following works are nearing completion:

- **Western Washrooms** – installation of wall and floor tiles, doors, windows, sanitary fixtures and cleaning and painting of building;
- **Car Park Extension** – retaining wall to support additional fill material; and
- **Detention Pump and Pond** – pump desilting and garbage plinth construction completed, construction of room for detention pond pump and procurement of pump is still ongoing.
# The Ministry’s total allocation as a percentage of the National Budget for the period 2014 to 2021

<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>0.1%</td>
</tr>
<tr>
<td>2019</td>
<td>$44,277,392.00</td>
<td>$54,581,467,181.00</td>
<td>0.1%</td>
</tr>
<tr>
<td>2020</td>
<td>$48,127,424.00</td>
<td>$57,252,443,354.00</td>
<td>0.1%</td>
</tr>
<tr>
<td>2021*</td>
<td>$159,764,606.00</td>
<td>$56,788,359,151.00</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

- Total allocation for the Ministry as a percentage of the National Budget illustrated an increase in allocation to the Ministry of Tourism, Culture and the Arts. Culture and the Arts of 0.22% between the period 2019/2020 and 2020/2021.

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6 For the Fiscal Years 2014-2019, 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 2020 and 2021.

7 Total Allocation for the Ministry of Tourism, Culture and the Arts = Recurrent Expenditure + Consolidated Fund

8 The National Budget = Total Recurrent Expenditure + Total Development Programme Consolidated Fund

9 For the fiscal years 2014-2020 the figures of the Ministry of Tourism before it was realigned was used to calculate the Ministry’s Total Allocation. However, estimates from 2021 included the estimated figures for the Division of Culture and the Arts.
Where the Ministry spends its money

2020-2021 Estimates of Expenditure

The budget allocation of $169,764,606 for the Ministry of Tourism, Culture and the Arts is comprised of:

- The Draft Estimates of Recurrent Expenditure in the sum of $139,033,606;
- The Draft Estimates of Development Programme in the sum of $30,731,000.00
  - Consolidated Fund in the sum of $20,731,000.00; and
  - Infrastructure Development Fund\(^\text{10}\) in the sum of $10,000,000.00.

The Estimates of Recurrent Expenditure include:

- 01 Personnel Expenditure - $10,624,432;
- 02 Goods and Services - $29,092,134;
- 03 Minor Equipment Purchases $382,250;
- 04 Current Transfers and Subsidies $4,093,190; and
- 06 Current Transfers to Stat. Brds. & Similar Bodies $50,131,600

The Ministry of Tourism, Culture and the Arts:

- Recurrent Expenditure as a percentage of the total Recurrent Expenditure budget is 0.25%; and
- Consolidated Fund allocation as a percentage of the total Consolidated Fund allocation is 0.93%.
- Infrastructure Development Fund allocation as a percentage of the total Infrastructure Development Fund is 0.53%.

\(^{10}\) 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.)
Ministry of Tourism, Culture and the Arts Total Allocation - $169,764,606

- $139,033,606 (82%)
- $20,731,000.00 (12%)
- $10,000,000.00 (6%)

Recurrent Consolidated Fund IDF
### Summary of Recurrent Expenditure for the period 2014-2021

<table>
<thead>
<tr>
<th>Year</th>
<th>01 Personnel Expenditure</th>
<th>02 Goods and Services</th>
<th>03 Minor Equipment Purchases</th>
<th>04 Current Transfers and Subsidies</th>
<th>06 Current Transfers to Stat Brds.</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 Actual</td>
<td>34,159,613</td>
<td>81,980,931</td>
<td>750,057</td>
<td>42,730,017</td>
<td>0</td>
<td>159,620,618</td>
</tr>
<tr>
<td>2015 Actual</td>
<td>34,340,395</td>
<td>65,990,640</td>
<td>1,478,268</td>
<td>43,628,298</td>
<td>0</td>
<td>145,437,601</td>
</tr>
<tr>
<td>2016 Actual</td>
<td>7,441,986</td>
<td>42,833,861</td>
<td>53,564</td>
<td>39,456,202</td>
<td>0</td>
<td>89,785,613</td>
</tr>
<tr>
<td>2017 Actual</td>
<td>7,530,944</td>
<td>19,168,355</td>
<td>39,861</td>
<td>26,852,013</td>
<td>0</td>
<td>53,591,173</td>
</tr>
<tr>
<td>2018 Actual</td>
<td>7,706,326</td>
<td>23,464,860</td>
<td>29,980</td>
<td>4,738,816</td>
<td>0</td>
<td>35,939,982</td>
</tr>
<tr>
<td>2019 Actual</td>
<td>7,381,280</td>
<td>20,190,557</td>
<td>25,639</td>
<td>9,675,414</td>
<td>0</td>
<td>37,272,890</td>
</tr>
<tr>
<td>2020 Revised Estimates</td>
<td>7,538,146</td>
<td>20,494,037</td>
<td>4,872</td>
<td>9,938,944</td>
<td>0</td>
<td>37,975,999</td>
</tr>
<tr>
<td>2021 Estimates</td>
<td>10,624,432</td>
<td>29,092,134</td>
<td>382,250</td>
<td>48,803,190</td>
<td>50,131,600</td>
<td>139,033,606</td>
</tr>
</tbody>
</table>

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2019 Actual

- **01 Personnel Expenditure**: 9,675,414, 26%
- **02 Goods and Services**: 7,381,280, 20%
- **03 Minor Equipment Purchases**: 25,639, 0%
- **04 Current Transfers and Subsidies**: 20,190,557, 54%
- **06 Current Transfers to Stat Brds.**: 0, 0%
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 2020/2021 is $139,033,606.

- Recurrent Expenditure (Revised) for Fiscal Year 2019/2020 was $37,975,999. Comparing this figure with Fiscal Year 2020/2021, there is an increase of $101,057,607 or 266%.
- The largest portion of the allocation has frequently gone to Sub-Head 02 Goods and Services. This figure has been fluctuating over the period 2014-2021, accounting for approximately 21% of total funding for the Ministry for fiscal year 2020/2021 with the Ministry receiving $29,092,134 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 2021.
- Current Transfers and Subsidies received the second largest portion of the allocation. Comparing 2019/2020 allocation of $9,938,944 to 2020/2021 allocation of $48,803,190, there was an increase in the allocation by $30,864,246 or 310%.
**Staff and Pay**

The allocation of staff expenditure for the fiscal year 2021 is $19,916,330.00 which represents an increase of approximately 30% from the last fiscal year 2020. The following chart provides a breakdown of all expenditure related to staff from 2019-2021.

![Chart showing staff expenditure breakdown]

<table>
<thead>
<tr>
<th></th>
<th>2019 Actual</th>
<th>2020 Revised Estimates</th>
<th>2021 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Expenditure</td>
<td>7,381,280.00</td>
<td>7,538,146.00</td>
<td>10,624,432.00</td>
</tr>
<tr>
<td>Uniforms</td>
<td>9,765.00</td>
<td>8,800.00</td>
<td>12,898.00</td>
</tr>
<tr>
<td>Travelling and Subsistence</td>
<td>541,355.00</td>
<td>547,000.00</td>
<td>625,000.00</td>
</tr>
<tr>
<td>Contract Employment</td>
<td>2,754,531.00</td>
<td>2,300,000.00</td>
<td>4,244,000.00</td>
</tr>
<tr>
<td>Training</td>
<td>-</td>
<td>-</td>
<td>25,000.00</td>
</tr>
<tr>
<td>Short-Term Employment</td>
<td>4,243,978.00</td>
<td>4,880,000.00</td>
<td>4,380,000.00</td>
</tr>
<tr>
<td>Employees Assistance Programme</td>
<td>3,225.00</td>
<td>675.00</td>
<td>5,000.00</td>
</tr>
<tr>
<td>Totals</td>
<td>14,934,134.00</td>
<td>15,274,621.00</td>
<td>19,916,330.00</td>
</tr>
</tbody>
</table>

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Analysis of Expenditures Unique to the Ministry of Tourism, Culture and the Arts

Unique Expenditure refers to expenditure items incurred by the Ministry of Tourism, Culture and the Arts 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>Actual 2019</th>
<th>Revised Estimates 2020</th>
<th>Estimates 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,000,000.00</td>
<td>7,968,800.00</td>
<td>10,000,000.00</td>
<td>8,000,000.00</td>
</tr>
</tbody>
</table>

22 National Carnival Commission of Trinidad and Tobago

<table>
<thead>
<tr>
<th></th>
<th>Actual 2018</th>
<th>Actual 2019</th>
<th>Revised Estimates 2020</th>
<th>Estimates 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 National Carnival Commission of T&amp;T</td>
<td>108,964,491.00</td>
<td>118,140,263.00</td>
<td>153,000,000.00</td>
<td>36,000,000.00</td>
</tr>
</tbody>
</table>
### Summary of Expenditure for the period 2019-2021

#### National Carnival Commission of Trinidad and Tobago

<table>
<thead>
<tr>
<th></th>
<th>2019 Actual</th>
<th>2020 Revised Estimates</th>
<th>2021 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Expenditure</td>
<td>7,760,069.00</td>
<td>9,460,000.00</td>
<td>8,980,700.00</td>
</tr>
<tr>
<td>Good and Services</td>
<td>140,936,760.00</td>
<td>92,310,560.00</td>
<td>25,109,260.00</td>
</tr>
<tr>
<td>Minor Equipment Purchases</td>
<td>559,494.00</td>
<td>239,780.00</td>
<td>200,000.00</td>
</tr>
<tr>
<td>Current Transfers and Subsidies</td>
<td>73,498,834.00</td>
<td>58,937,414.00</td>
<td>2,230,040.00</td>
</tr>
<tr>
<td>Totals</td>
<td>222,755,157.00</td>
<td>160,947,754.00</td>
<td>36,520,000.00</td>
</tr>
</tbody>
</table>

- Personnel Expenditure
- Good and Services
- Minor Equipment Purchases
- Current Transfers and Subsidies
- Totals

The chart above illustrates the summary of expenditure for the National Carnival Commission of Trinidad and Tobago for the period 2019-2021, showing a significant increase in expenditures over the years.
**Summary of Development Programme Expenditure for the period 2014-2021**

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 **$30,731,000** for development programmes and projects for fiscal year 2020/2021 are presented in two parts as follows:

- Funds appropriated by the Parliament and disbursed directly from the Consolidated Fund 67%; and
- Funds disbursed from the Infrastructure Development Fund 33%.

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Summary of Development Programme Expenditure

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Infrastructure- Consolidated Fund</td>
<td>19,303,415</td>
<td>2,748,239</td>
<td>2,118,876</td>
<td>2,247,195</td>
<td>3,054,226</td>
<td>7,004,502</td>
<td>10,151,425</td>
<td>20,231,000</td>
</tr>
<tr>
<td>Multi-Sectoral and Other Services- Consolidated Fund</td>
<td>4,649,398</td>
<td>9,527,149</td>
<td>12,904,105</td>
<td>2,648,108</td>
<td>-</td>
<td>-</td>
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<td>500,000</td>
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<tr>
<td>Social Infrastructure- Infrastructure Development Fund</td>
<td>-</td>
<td>25,007,460</td>
<td>-</td>
<td>1,067,021</td>
<td>-</td>
<td>-</td>
<td>3,023,000</td>
<td>10,000,000</td>
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<tr>
<td>Total</td>
<td>23,952,813</td>
<td>37,282,848</td>
<td>15,022,981</td>
<td>5,962,324</td>
<td>3,054,226</td>
<td>7,004,502</td>
<td>13,174,425</td>
<td>30,731,000</td>
</tr>
</tbody>
</table>
Strategic Area 6 for 2021: ‘Tourism and Sustainability’

Vision 2030 Development Theme IV: Building Globally Competitive Businesses

In fiscal 2021, Government will ensure that Trinidad and Tobago is poised to navigate the impacts of worldwide uncertainties and help develop its tourism product beyond the traditional sun, sand and sea experience. These efforts will seek to ensure the revival and sustainability of the sector. Therefore, the immediate focus will be placed on the expansion of domestic tourism activities to support SME development and employment generation.

Tourism

The Tourism sector is one of the critical sectors in the diversification agenda of the economy of Trinidad and Tobago. Thousands of regional and international tourists visit Trinidad and Tobago annually to take part in cultural events such as Carnival, Tobago Heritage and Tobago Jazz. However to improve tourist arrivals throughout the year the developmental marketing of other tourism sites is a priority. The development of the country’s unique natural assets to distinguish Trinidad and Tobago from other Caribbean destinations will be addressed in 2021. These include our beaches, waterfalls, forests, wetlands which all highlights our unique biodiversity.

The Ministry of Tourism, Culture and the Arts (MTCA) will continue to focus its efforts on projects and programmes which will address the following areas:

- institutional and regulatory strengthening – to provide overall goals, objectives and guiding principles that are considered necessary to ensure the sustainable development of the tourism industry;

- service delivery and industry development – to improve the capacity of the tourism sector by offering world-class service and improve visitor experience; and
- sites and attraction development – to improve and enhance existing tourism sites and attractions in a manner that is compliant with the National Environment Policy of Trinidad and Tobago.

**Development of the National Tourism Policy**

The National Tourism Policy comprises the goals, objectives and strategic priorities aimed at realizing the full potential of tourism in Trinidad and Tobago and ensure that the country is viewed and positioned as a globally competitive tourist destination. The MTCA will engage a consultant to conduct a comprehensive review of all the policies, plans and strategies that have been used to guide the tourism sector over the last few decades. This review will take into consideration policies and assets related such as those relating to the environment, climate change, protected areas, forestry and wildlife. Consultations with stakeholders will be held in the regional tourism zones in Trinidad and Tobago to engage stakeholders on an inclusive National Tourism Policy. These consultations are expected to be held in September 2021. A sum of $1 million is allocated to this project for its successful completion.

**Tourism Trinidad Limited**

Tourism Trinidad Limited has four main functions which includes:
- research, strategy and marketing – will focus on implementing and executing initiatives, including campaigns and projects that will assist in promoting and marketing of Trinidad;
- destination development – will focus on actions that will positively impact visitor experience and the attractiveness of Trinidad, while ensuring the ongoing development and sustainability of the tourism product;
- corporate communications and stakeholder relations – will seek to position Tourism Trinidad as the trusted voice on tourism and serve as a key enabler for sustainable economic growth in Trinidad; and
investment and business development – will seek to attract new investment into the sector, along with facilitating the process to access incentives and any other investment programmes. A sum of $5 million will be allocated to meet the expenditure associated with the execution of these functions.

**Caribbean Small Tourism Enterprise Project (STEP)**

STEP seeks to engage stakeholders in the transformation of the tourism sector into a modern, vibrant and economically viable entity. Small business owners in the tourism industry will be able to improve their performance and profitability through selected training programmes. In fiscal 2021, the programme will focus on Entrepreneurship, Marketing, Quality Customer Service and First Aid and Cardiopulmonary Resuscitation (CPR). A sum of $0.5 million will be allocated for training programmes associated with this project.

**Tourism Sites and Attractions Upgrade**

The Tourism industry is steadily increasing in competitiveness with the development of new niche markets and destinations. It is envisioned that each project will contribute to the overall marketability of Trinidad’s tourism product, improve the country’s profile as a tourism destination, restore national heritage sites, upgrade sites and attractions to meet international industry standards and provide revenue-generating sustainable tourism. The upgrades will be undertaken in a manner that protects and enhances the natural assets of the area and will focus on developing safe, high quality and eco-friendly attractions geared to maintaining international environmental standards. A sum of $4 million will be provided for upgrades on the following projects:

- Paramin Lookout
- Temple in the Sea
- Lopinot Estate Museum
- River Estate Waterwheel
- Blue Basin Waterfall and Pools
- Fort Abercromby Heritage Park
- Caura River Recreational Site (Pool two)
- Caroni Bird Sanctuary
- Botanical Gardens
- Water Quality Testing at Las Cuevas

**Maracas Beach Facility Improvement Project**

The rehabilitation and upgrade of beach facilities serve as part of the government’s drive to develop tourism products in a sustainable manner. The Maracas Beach Facility has been identified as a natural its flagship beach. The Maracas Beach Facility is intended to provide for a high quality tourist experience. This is also in keeping with the National Development Strategy’s strategic initiative to ensure that the quality of national goods and service conform to international standards. A sum of $4 million will be allocated for this project to facilitate the construction of a wooden boardwalk and decks, a combined office and commercial space, recreational facilities, completion of the washroom facility, and extension of parking facilities.

**Monitoring and Measuring Performance**

2.0 Tourism

The tourism industry is another strategic area for expansion and development. In fiscal 2021, Government will seek to address the expansion of domestic/community tourism to support SME development; and increase Foreign Direct Investment (FDI). Accordingly, the following targets and key performance indicators have been identified to support measurement towards success in these areas.

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Target 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average expenditure (TT$) at tourist attractions in Trinidad and Tobago</td>
<td>Increase average expenditure at tourist attractions in Trinidad and Tobago by TT$3,500.00.</td>
</tr>
</tbody>
</table>
### Culture and the Arts

The creative and cultural industries are emerging as a new engine of growth and development in the world economy. As such, creating an enabling environment for these industries locally will facilitate the transmission of positive values among the citizenry. The government remains committed to this process and will continue to strengthen the infrastructure of the industry, create spaces and inspire experiences that celebrate an understanding of ourselves and our world. They will enable the exploration, interpretation, and preservation of the cultural heritage of Trinidad and Tobago and attract and nurture talent as well as share and develop skills and competencies through informal learning opportunities that can translate into economic benefits.

In this regard, initiatives and strategies proposed for implementation within the 2021 Capital Expenditure Programme for the sector Culture and the Arts are aligned to Government’s strategic objectives. The Creative and Cultural Industries are linked to Themes I and IV of Vision 2030 – ‘Putting People First: Nurturing Our Greatest Asset’ and ‘Building Globally Competitive Businesses’ respectively. Consistent with Theme IV, Government will continue to implement projects which will unlock the economic potential of the creative and cultural industries, create jobs and generate export earnings while at the same time promote social inclusion, cultural diversity and human development of the country. The sum of $13.3 million will be provided for the execution of projects both in the Consolidated Fund and the IDF. Details of some of the key projects are outlined below:

**Museums**

Government will ensure that all museums are modern, interactive and celebrates the evolution, development and diversity of the people of Trinidad and Tobago. The museums will serve as a repository for the history and artefacts of our nation and provide a unique tourist attraction to all foreigners. All works at the following museums are geared towards the achievement of this goal.
National Museum Development

A more focused, planned and proactive approach will be taken to the sustained preservation of the National Museum (Carnival Museum) building. This will be achieved by conducting a structural assessment of the building, which includes an evaluation of the mechanical, electrical and plumbing systems of the facility. Once completed, this structural assessment will provide a priority listing of the required renovation works for the building. In fiscal 2021, an allocation of $0.5 million will be provided for the structural investigation. In addition, funds in the sum of $0.04 million will be allocated for the retention payment for the Cazabon Display Area Extension/Old Curator's Office. Upon the completion of these works, it is expected that the Museum will have enhanced prominence to attract visitors and be in a stronger position to generate income.

Museum of the City of Port of Spain (Carnival Museum)

The proposed works for fiscal 2021 include the completion of the infrastructural upgrade of the Museum of the City of Port of Spain. Works are ongoing at the museum and funding in the amount of $0.5 million will be provided for retention payment for the replacement of the railing and walkways. This retention payment will cover the construction of a new gallery space, including the construction of tiled flooring and electrical works. Other activities for this fiscal will include the purchase and installation of an air conditioning system for the entire building. Painting of the external and internal of the building including the underside of the wooden flooring, minor electrical works such as the installation of lighting for museum features, landscaping and outfitting of office spaces and the kitchen. It is the intent that this museum will be the Carnival, Steelband and Festival Museum, which will be utilised as the repository for the history, research and artefacts of our nation’s carnival. Both staff and visitors will benefit from the completion of these works, while enhancing the museum’s ability to generate income.
Upgrade of Cultural and Arts Facilities

It is the goal of Government to have purpose built venues for various types of activities and provide world-class facilities for a range of artistes in the creative industries. Such major facilities include the Naparima Bowl, National Academy for the Performing Arts (NAPA), Queen's Hall and the Southern Academy for the Performing Arts (SAPA). Details of the planned works on these facilities are highlighted below:

Naparima Bowl

The Naparima Bowl is a prominent facility located in the heart of San Fernando. A phased approach will be used in the implementation of upgrade works to the facility. Phase I works include the purchase and installation of additional audio, lighting, video and multimedia equipment and software for improved production values. These upgrades will provide a higher quality service to clients for online streaming of live and pay-per-view productions. This will also aid in increased cost effectiveness and efficiency in the creative and production processes to both the main auditorium and amphitheatre by catering to the diverse needs of clients and stakeholders. Upgrade works to the stage equipment for the main auditorium and amphitheatre inclusive of ramps, risers and trussing will also be accomplished in fiscal 2021. The continuation of repairs and upgrade works to the facility will provide cultural spaces for the meeting and practice of art and craft as well as provide artists and producers with the opportunity to present higher quality and more innovative events.

National Academy for the Performing Arts (NAPA)

Since its opening in 2009, a number of projects have been identified to bring NAPA to a state-of-the-art calibre. These projects fall into three (3) categories and the respective proposed works are as follows:

- safety and security – installation of an additional guard booth and access control barriers;
- improved cultural experience – installation of a bar concession and electronic signboard; and
- improved health – cleaning and sealing of the overhead beams over the stage in the auditorium.
The amount of $3 million will be allocated for the above programme of works for this fiscal. Funds have also been allocated for the purchasing of a broadcast system for video monitors which allows for the transmission of the activity taking place on stage to be viewed on the monitors installed throughout the building. NAPA is also in need of line arrays to supplement the audio equipment which will improve the sound quality for the audience. The funding provided will also assist in purchasing this item. When these proposed works are completed, it is expected to raise the level of safety and security, and the overall client and patron experience at NAPA.

**Refurbishment of Queen's Hall**

The upgrading of audio-visual communications technologies and super structural works have been identified as required works for Queen’s Hall. This upgrade will provide improved technology and infrastructure that can allow for web streaming, video conferencing, live broadcast services, and “drive by” outdoor events which can increase opportunities for revenue generation. Other main tasks for completion in fiscal 2021 are the upgrade of lighting equipment and associated infrastructure (Phase III), purchase and installation of a trap door for the stage theatrics, construction of the roof covering for the stand-by generator and installation of an awning on the northern side of the facility. An allocation in the amount of $1.5 million will be provided to facilitate these works.

**Development of the First Peoples**

The GORTT is committed to supporting the development of the First Peoples by promoting their food, music, dance and spirituality, in order to preserve the culture and ensure its continuity in Trinidad and Tobago. Cabinet agreed that the First Peoples community be provided with twenty five (25) acres of land for the specific purpose of the establishment of a Model Amerindian Village. This Village will comprise of farming, cassava processing, craft production, communal spaces/facilities, recreational spaces, a visitor centre and an exhibit space, spaces for spiritual and traditional ceremonies and performances, 190 workshops, and reserved forested areas (for conservation of traditional plant and animal life).
A feasibility study is to be undertaken in fiscal 2021 at a cost of $1 million. Post completion of the study, some of the projected works in Phase I include:

- construction of a perimeter fence, the pyramidal square, along with the traditional village square, spiritual centre, an art and craft pavilion, and food preparation sheds;
- all sustainable services for connection of utilities, finishes, drainage and lights will be established and;
- construction of traditional earthen ovens, and the drilling of water wells to provide the compound with an adequate water supply.

This project will have a positive impact on the environment being eco-friendly. It has the potential for earning/saving foreign exchange, generating employment, contributing to the development of skills, and has the potential to be financially profitable.

**Remedial Works to SAPA**

SAPA experienced two (2) fires, one in 2016 which occurred in the CCTV room and caused damage to the Fire Detection and Suppression System of the building and the other in 2018 in the administrative area of the building. Consequent to the fires, the Trinidad and Tobago Fire Services (TTFS) highlighted the importance of having a functioning Fire Detection and Suppression System and recommended remedial works to bring the system up to the required standard. Additionally, the Ministry sought the assistance of UDeCOTT to repair the damage to the facility caused by the fires.

These remedial works have been completed and an allocation of $5 million will be provided for an outstanding payment for the project Remedial Works to SAPA. The benefits of the remedial and additional priority works to SAPA outweighs the cost as these works will ensure the safety of users of the facility, and result in the proper functioning of major systems that are critical for the smooth operations of SAPA. These remedial works will contribute to a sustainable improvement in the welfare of the beneficiaries (artist, promoters, patrons, etc.) and to the country.
Noteworthy Development Programme Estimates in 2018-2021

The table below lists the projects that have been noted due to uncharacteristic variances in estimates for funding: 16

<table>
<thead>
<tr>
<th>Sub-Item Description</th>
<th>Projects 17</th>
<th>2018 Actual</th>
<th>2019 Actual</th>
<th>2020 Revised Estimates</th>
<th>2021 Estimates</th>
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<tbody>
<tr>
<td>CF003-11-D019</td>
<td>Tourism Sites and Attractions Upgrade</td>
<td>$9,000,000</td>
<td>$2,782,838</td>
<td>$3,560,000</td>
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<tr>
<td>CF003-011-D030</td>
<td>Development of the National Tourism Policy (2018)</td>
<td>$166,489</td>
<td>$51,000</td>
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<td>$1,000,000</td>
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<tr>
<td>CF003-011-D061/011</td>
<td>Tourism Trinidad Limited</td>
<td>-</td>
<td>-</td>
<td>$2,634,000</td>
<td>$5,000,000</td>
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<td>IDF004-13-B010</td>
<td>Maracas Beach Facility Improvement Project</td>
<td>-</td>
<td>-</td>
<td>$3,023,000</td>
<td>$4,000,000</td>
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<tr>
<td>IDF004-13-A006</td>
<td>Academy for the Performing Arts</td>
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<td>$9,993,391</td>
<td>$7,491,884</td>
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<td>IDF004-13-A21</td>
<td>Remedial Works to SAPA</td>
<td>-</td>
<td>$6,573,362</td>
<td>$4,820,946</td>
<td>$5,000,000</td>
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</table>

Status of New Projects for the Financial Year 2016-2017

The following new projects received funding in the 2016/2017 financial year:\n
<table>
<thead>
<tr>
<th>Sub-Item Description</th>
<th>Project - Item</th>
<th>2018 Actual</th>
<th>2019 Actual</th>
<th>2020 Revised Estimates</th>
<th>2021 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>
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<tr>
<td>005-03-E053</td>
<td>Visitor Relationship Management System (VRMS)</td>
<td>-</td>
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<td>005-03-E055</td>
<td>Refurbishment of the TDC Cruise Ship Office and Quayside</td>
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### Status of New Projects for the Financial Year 2017-2018

The following new projects received funding in the 2017/2018 financial year:

<table>
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<tr>
<th>Sub-Item Description</th>
<th>Project -Item</th>
<th>2018 Actual</th>
<th>2019 Actual</th>
<th>2020 Revised Estimates</th>
<th>2021 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>$29,217</td>
<td>$117,000</td>
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<td>003-11-D030/002</td>
<td>Development of the National Tourism Policy (2018)</td>
<td>$300,000</td>
<td>$166,489</td>
<td>$51,000</td>
<td>$1,000,000</td>
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<tr>
<td>003-11-D031/012</td>
<td>Caribbean Small Tourism Enterprises Project (STEP)</td>
<td>$600,000</td>
<td>$3,799</td>
<td>$20,000</td>
<td>$500,000</td>
</tr>
</tbody>
</table>

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Status of New Projects for the Financial Year 2018-2019

The following new projects that received funding in the 2018/2019 financial year:

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<th>Sub-Item Description</th>
<th>Project</th>
<th>2019 Actual</th>
<th>2020 Revised Estimates</th>
<th>2021 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>003-11-D056</td>
<td>IT Infrastructure Upgrade</td>
<td>$474,750</td>
<td>$200,000</td>
<td>$935,000</td>
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<tr>
<td>003-11-D057</td>
<td>Operationalization of Trinidad Tourism Limited (TTL)</td>
<td>$2,490,742</td>
<td>$150,000</td>
<td>-</td>
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<tr>
<td>003-11-D058</td>
<td>Maracas Beach Facility Management Project</td>
<td>$933,311</td>
<td>$1,225,000</td>
<td>$2,000,000</td>
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<tr>
<td>003-11-D059</td>
<td>Development of a Tourism Education and Awareness Program for Destination Trinidad and Tobago</td>
<td>$123,356</td>
<td>$493,425</td>
<td>-</td>
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<tr>
<td>003-11-D060</td>
<td>Development of a Theatre District</td>
<td>-</td>
<td>$150,000</td>
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</table>

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New Projects for the Financial Year 2020-2021

The following new projects that received funding in the 2018/2019 financial year:

<table>
<thead>
<tr>
<th>Sub-Item Description</th>
<th>Project</th>
<th>2021 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>003-11-D005</td>
<td>Relocation of Divisions of the Ministry of Tourism, Culture and the Arts</td>
<td>$500,000</td>
</tr>
</tbody>
</table>

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General Useful Information

- Ministry of Tourism, Culture and the Arts, JAMAICA: http://www.mot.gov.jm/
- Tourism Fiji, FIJI: http://www.fiji.travel/
- Ministry of Tourism, Culture and the Arts, REPUBLIC OF INDONESIA: http://www.indonesia.travel/en
- Ministry of Culture Government of India: https://www.indiaculture.nic.in/
- Arts and Culture, London: https://www.london.gov.uk/what-we-do/arts-and-culture
- Ministry of Sport, Arts and Culture: http://www.dac.gov.za/