

# Head 35: Ministry of Tourism

A summary of the Ministry of Tourism's Expenditure, Divisions and Projects.  
Financial Scrutiny Unit, Parliament of the Republic of Trinidad and Tobago

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# About this Guide

This guide provides a summary of expenditure for the Ministry of Tourism for the period 2012-2018. 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 2016.

# Head 35: Ministry of Tourism

## Ministry Overview<sup>1</sup>

### **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.

### **Purpose**

To serve as a catalyst to help make Trinidad and Tobago a premier tourist destination.

**Minister of Tourism:** The Honourable Shamfa Cudjoe, MP

**Permanent Secretary:** Mrs. Vidiah Ramkhelawan

The Ministry of Tourism was established on 10th November, 2003 and serves as a catalyst to help make Trinidad and Tobago a premier tourist destination. The Ministry uses tools like conducting research, monitoring and evaluating trends and partnering with stakeholders towards building awareness of the tourism industry.

The Tourism Development Company that previously formed the arm of the Ministry, was dissolved in August 2017 based on Cabinet's decision. This entity is expected to be replaced by two (2) separate entities with distinct organisational

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<sup>1</sup> Accessed from the Ministry of Tourism website on September 14, 2017, <http://www.tourism.gov.tt/Profile/Ministry-of-Tourism>

structures (one in Trinidad and the other in Tobago) and will be responsible for tourism destination marketing and product development.<sup>2</sup>

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.

In order to fulfil the diverse responsibilities that fall under the remit of the Ministry of Tourism, there are three (3) established Divisions:

## **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.

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<sup>2</sup> Accessed from the Government of Trinidad and Tobago News website on September 14, 2017, <http://www.news.gov.tt/content/minister-cudjoe-meets-cwu#.Wbq78vOGMdU>

## **TOURISM ADVISORY**

Formulates policy and guidelines for sustainable tourism development via research and collaboration with other Ministries/agencies, industry stakeholders and international developmental organisations.

## **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.

## Key Statement from 2016 Standing Finance Committee Debate

During the Standing Finance Committee debate of 2016, the following statement was made in relation to the emphasis of the Ministry of Tourism for fiscal year 2016/2017<sup>3</sup>:

*“The Ministry of Tourism is responsible for tourism policy development, public awareness, encouraging growth of the tourism sector, promoting stakeholder participation and monitoring trends in the tourism industry.”*

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<sup>3</sup> Minister of Tourism, Standing Finance Committee Hansard of Ministry of Tourism 17 Oct 16, Accessed September 6, 2017.

# Where the Ministry spends its money

## *2017-2018 Estimates of Expenditure*

The budget allocation of **\$78,564,500** for the Ministry of Tourism is comprised of:

- The Draft Estimates of Recurrent Expenditure in the sum of **\$ 55,864,500**; and
- The Draft Estimates of Development Programme - Consolidated Fund in the sum of **\$22,700,000**.

The Estimates of Recurrent Expenditure include:

- 01 Personnel Expenditure - **\$ 8,130,000**;
- 02 Goods and Services - **\$ 30,150,500**;
- 03 Minor Equipment Purchases **\$ 84,000**; and
- 04 Current Transfers and Subsidies **\$ 17,500,000**

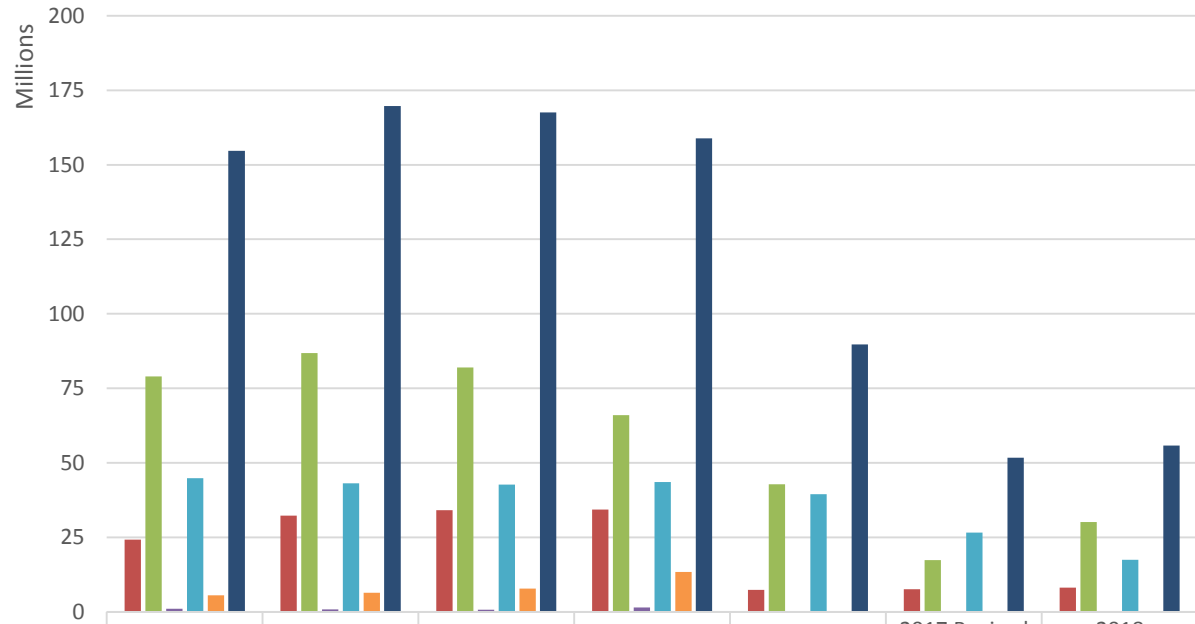
The Ministry of Tourism's:

- Recurrent Expenditure as a percentage of the total Recurrent Expenditure budget is **0.1%**; and
- Consolidated Fund allocation as a percentage of the total Consolidated Fund allocation is **0.9%**.



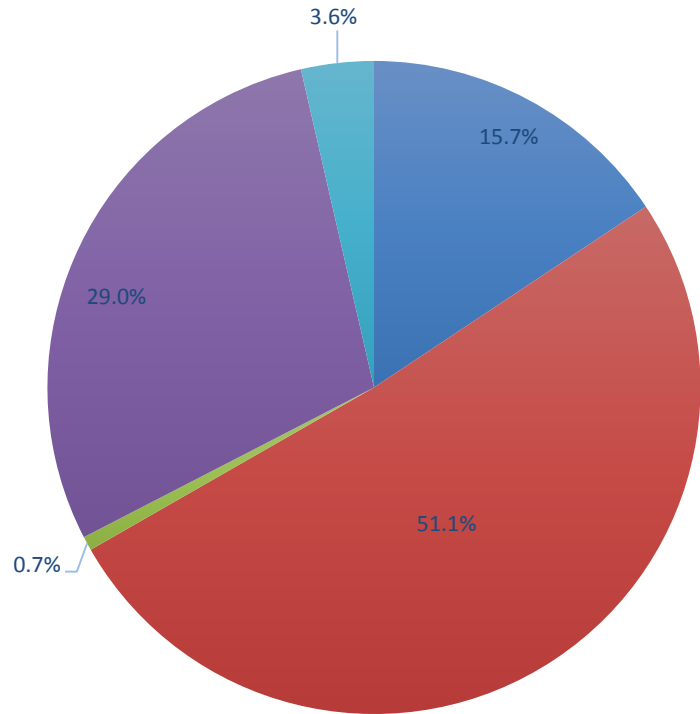
# Summary of Recurrent Expenditure for the period 2012-2018

Summary of Recurrent Expenditure for the period 2012-2018



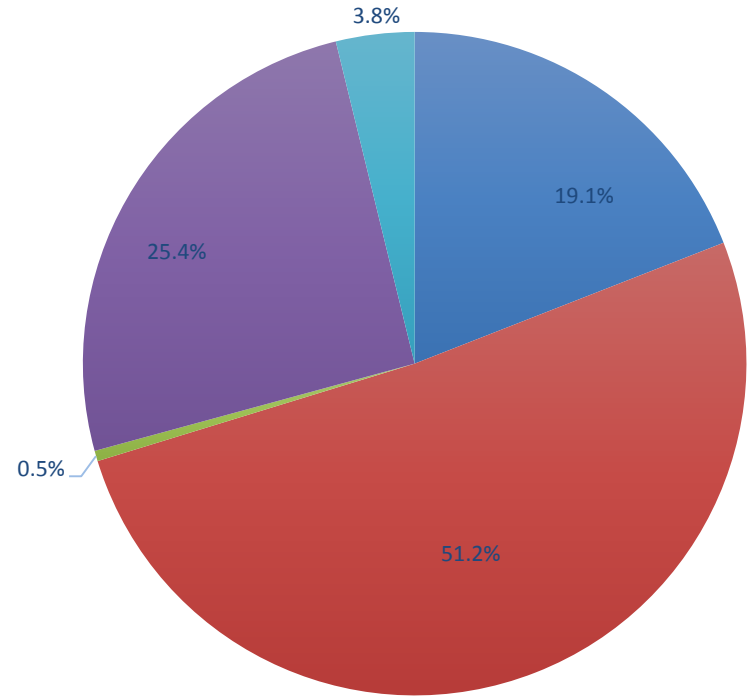
	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Revised Estimates	2018 Estimates
■ 01 Personnel Expenditure	24,228,846	32,345,529	34,159,613	34,340,395	7,441,986	7,617,000	8,130,000
■ 02 Goods and Services	78,999,270	86,858,574	81,980,931	65,990,640	42,833,861	17,425,921	30,150,500
■ 03 Minor Equipment Purchases	1,081,517	861,016	750,057	1,478,268	53,564	44,750	84,000
■ 04 Current Transfers and Subsidies	44,845,221	43,124,087	42,730,017	43,628,298	39,456,202	26,665,800	17,500,000
■ 06 Current Transfers to Stat. Boards & Similar Bodies	5,560,450	6,484,950	7,877,730	13,444,000	0	0	0
■ Total	154,715,304	169,674,156	167,498,348	158,881,601	89,785,613	51,753,471	55,864,500

### 2012 Actual



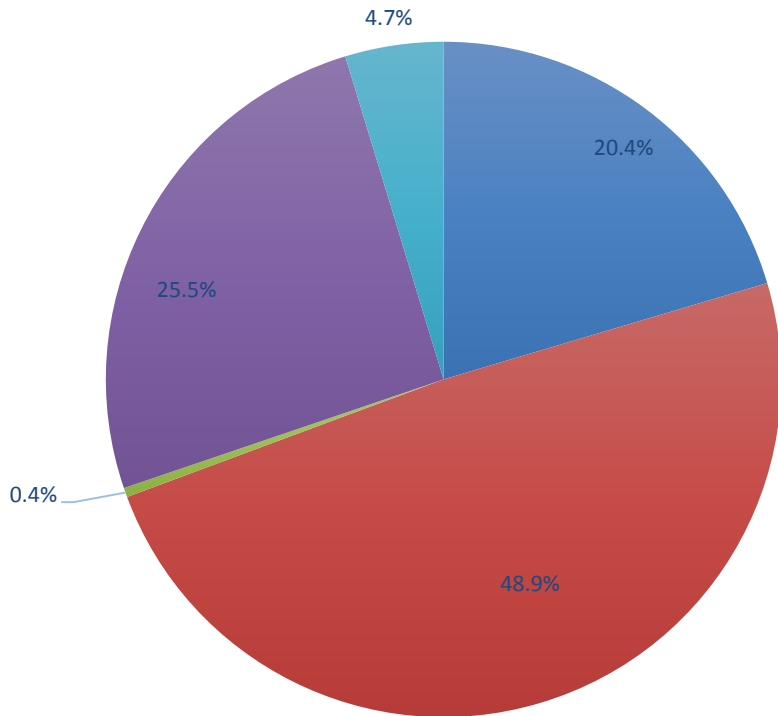
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies
- 06 Current Transfers to Stat. Boards & Similar Bodies

### 2013 Actual



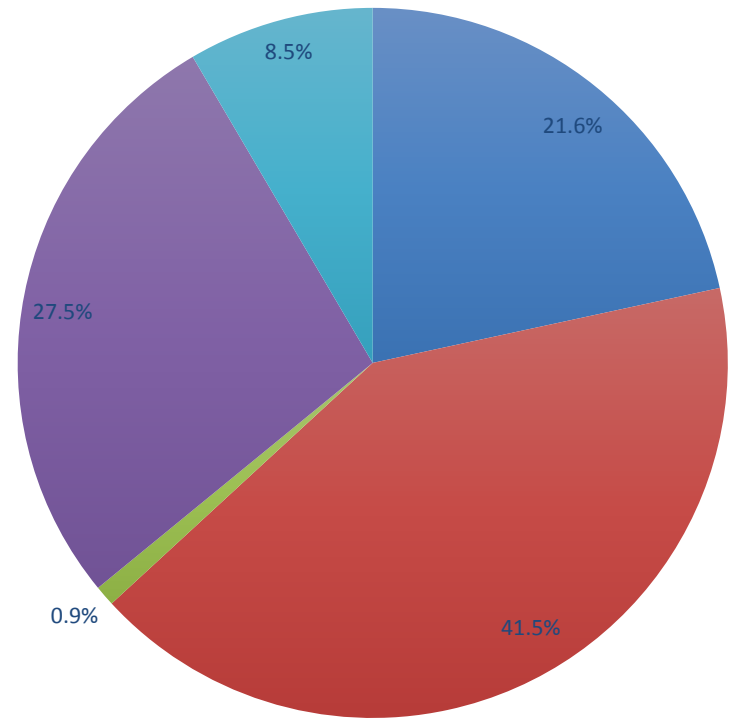
- 01 Personnel Expenditure
- 02 Goods and Services
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### 2014 Actual



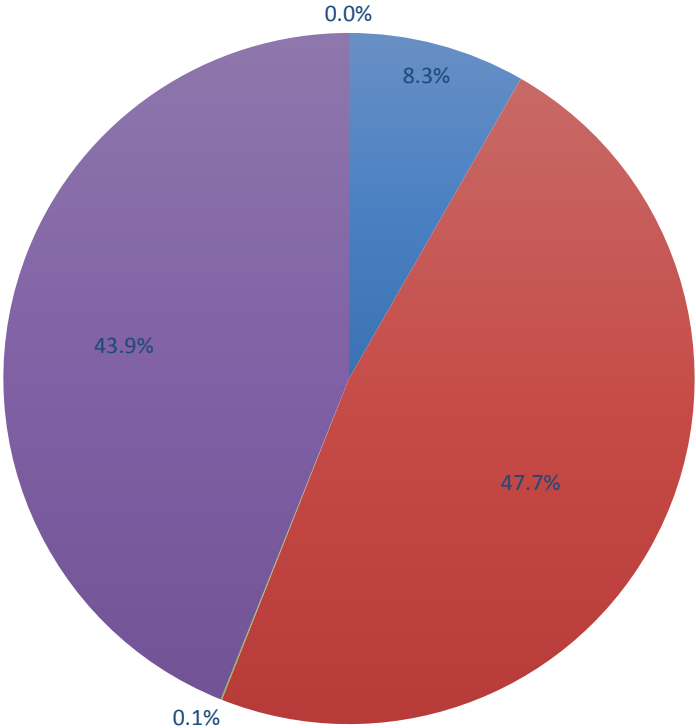
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
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- 06 Current Transfers to Stat. Boards & Similar Bodies

### 2015 Actual



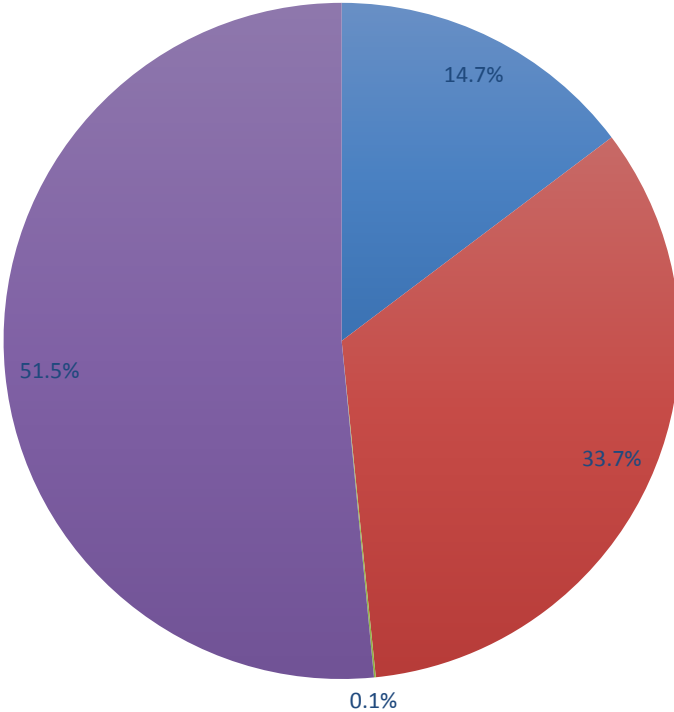
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies
- 06 Current Transfers to Stat. Boards & Similar Bodies

### 2016 Actual



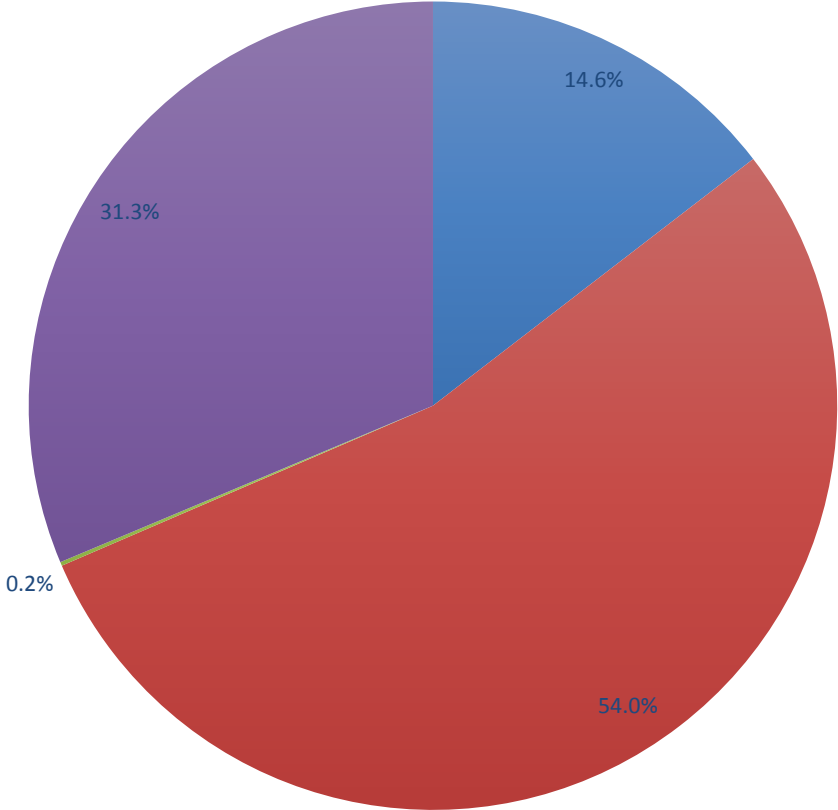
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies

### 2017 Revised Estimates



- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies

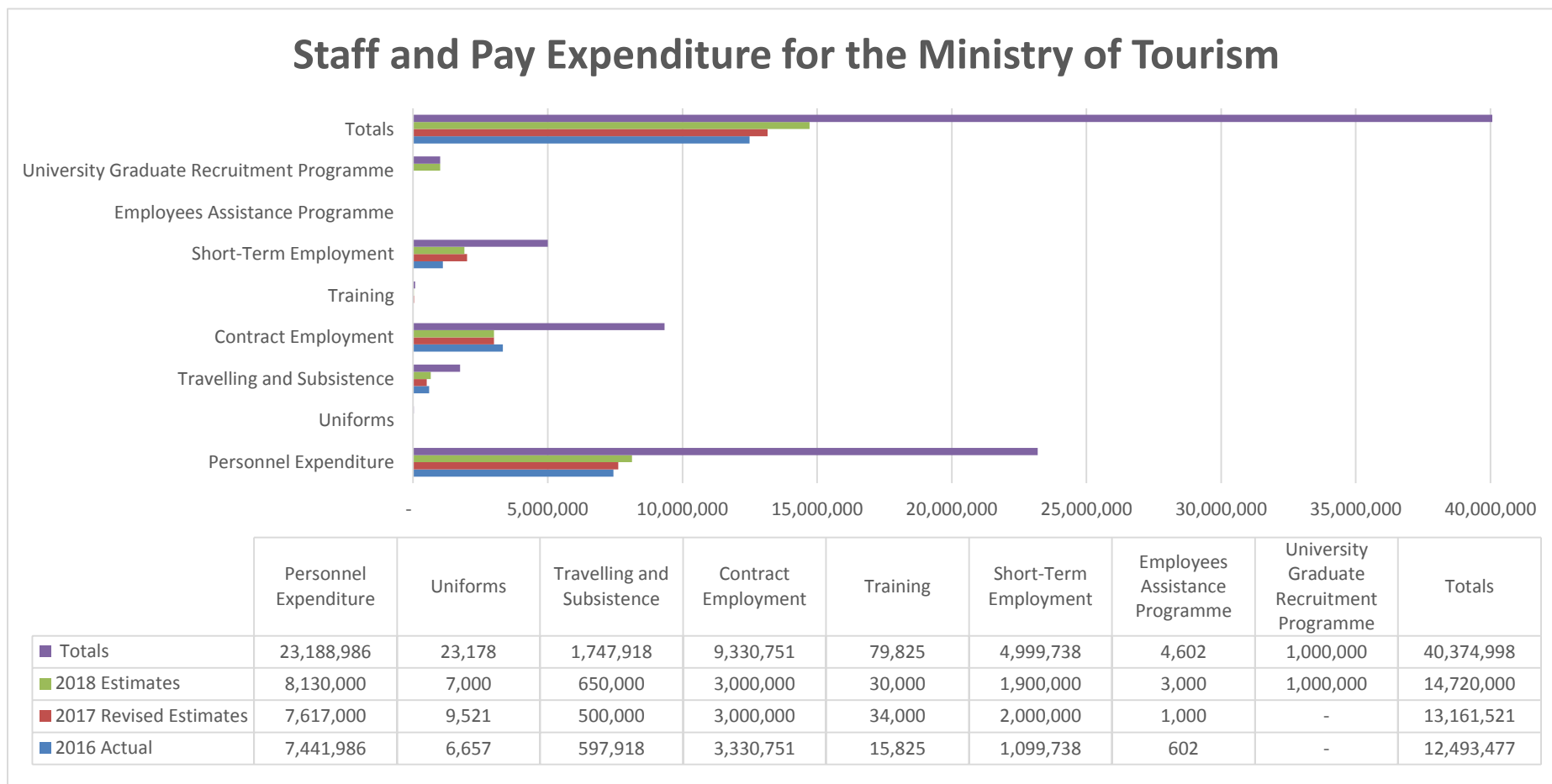
### 2018 Estimates



■ 01 Personnel Expenditure   ■ 02 Goods and Services   ■ 03 Minor Equipment Purchases   ■ 04 Current Transfers and Subsidies

## Staff and Pay<sup>4</sup>

The allocation of staff expenditure for the fiscal year 2018 is **\$14,720,000.00** which represents an increase of approximately **11.8%** from the last fiscal year 2017. The following chart provides a breakdown of all expenditure related to staff from 2016-2018.



<sup>4</sup> Draft Estimates for Details of Estimates of Recurrent Expenditure for the Financial Year 2018 <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Recurrent-Expenditure-2018.pdf>

# 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 2017/2018 is \$55,864,500.

- Recurrent Expenditure (Revised) for Fiscal Year 2016/2017 was \$ **51,753,471**. Comparing this figure with Fiscal Year 2017/2018, there is an increase of \$**4,111,029** or 7.9%.
- The largest portion of the allocation has consistently gone to Sub-Head 02 Goods and Services. This figure has been fluctuating over the period 2012-2018, accounting for approximately 54.0% of total funding for the Ministry for fiscal year 2017/2018 and receiving \$30,150,500 for the day to day operations of the Ministry.
- Minor Equipment Purchases received the lowest portion of the total allocation for the Ministry over the period 2012 to 2018.
- Current Transfers and Subsidies received the second largest portion of the allocation and has been declining over the period 2012-2018. Comparing 2016/2017 to 2017/2018, there was a decrease in the allocation by 34.4%.
- The actual/estimated expenditure for the five (5) Sub-Heads has been fluctuating over the seven (7) year period, from a low of \$**51,753,471** in 2017 to a high of \$**169,674,156** in 2013.

# Summary of Development Programme Expenditure for the period 2012-2018

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 PSIP budget document provides a detailed description of the programmes and projects and includes a review of the implementation of projects and programmes in the previous financial year and highlights the major projects and programmes to be implemented in the upcoming financial year.

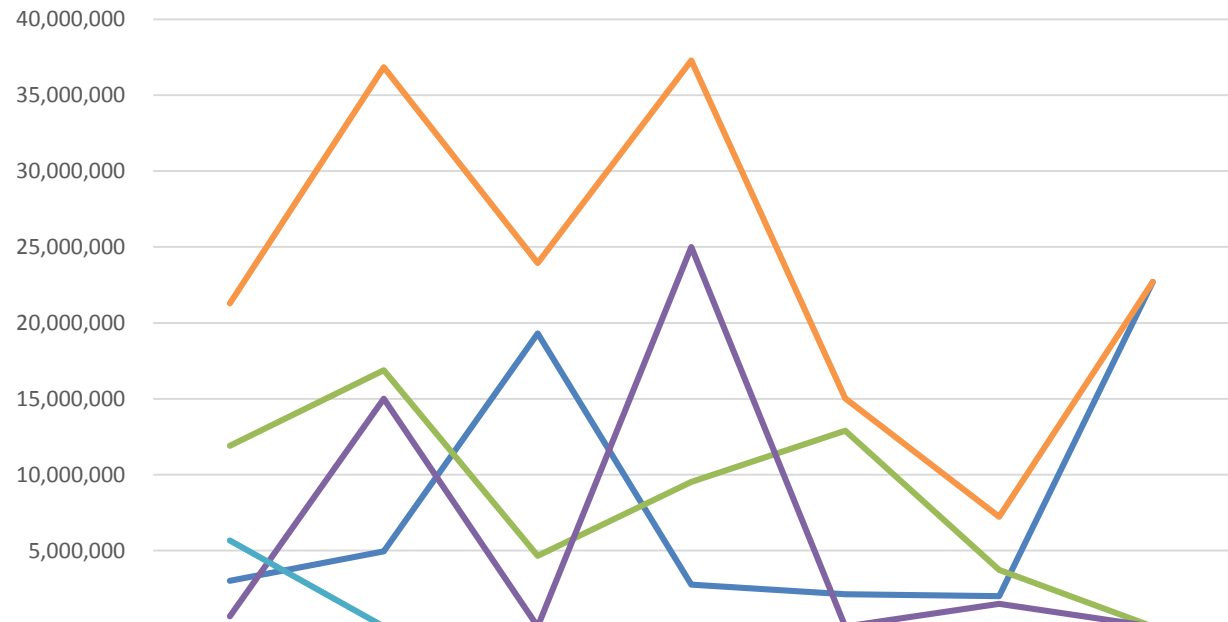
- The Public Sector Investment Programme is intended to achieve:
  - the country's social and economic development goals; and
  - enhance the quality of life of all citizens.

The estimates for the development programme are presented in two parts as follows:

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



## Summary Development Programme Expenditure for the Period 2012-2018



	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Revised Estimates 2017	Estimates 2018
— Economic Infrastructure- Consolidated Fund	3,011,341	4,956,807	19,303,415	2,748,239	2,118,876	2,000,000	22,700,000
— Social Infrastructure- Consolidated Fund	28,300	-	-	-	-	-	-
— Multi-Sectoral and Other Services- Consolidated Fund	11,906,000	16,885,317	4,649,398	9,527,149	12,904,105	3,723,000	-
— Social Infrastructure- Infrastructure Development Fund	672,386	14,996,811	-	25,007,460	-	1,500,000	-
— Multi-Sectoral and Other Services- Infrastructure Development Fund	5,661,020	-	-	-	-	-	-
— Total	21,279,047	36,838,935	23,952,813	37,282,848	15,022,981	7,223,000	22,700,000

## The Ministry's total allocation as a percentage of the National Budget for the period 2012 to 2018.

Year <sup>5</sup>	Total Allocation <sup>6</sup>	National Budget <sup>7</sup>	Percentage of National Budget
2012	\$ 169,660,945.00	\$ 55,718,271,573.00	0.3%
2013	\$ 191,516,280.00	\$ 59,174,226,196.00	0.3%
2014	\$ 191,451,161.00	\$ 65,020,886,424.00	0.3%
2015	\$ 171,156,989.00	\$ 61,966,922,675.00	0.3%
2016	\$ 104,808,594.00	\$ 56,573,913,053.00	0.2%
2017	\$ 57,476,471.00	\$ 55,598,436,912.00	0.1%
2018	\$ 78,564,500.00	\$ 54,955,041,591.00	0.1%

- Total allocation for the Ministry as a percentage of the National Budget illustrated a constant allocation to the Ministry of Tourism of **0.1%** between the period 2016/2017 and 2017/2018.

<sup>5</sup> For the Fiscal Years 2012-2016, 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 2017 and 2018.

<sup>6</sup> Total Allocation for the Ministry of Tourism= Recurrent Expenditure + Consolidated Fund

<sup>7</sup> The National Budget= Total Recurrent Expenditure + Total Development Programme Consolidated Fund

# Auditor General Report Findings for the Fiscal year 2016

Ref: Auditor General's Report<sup>8</sup>

## 35- MINISTRY OF TOURISM

### *Documents not Produced*

Cabinet approval was not produced for rental of storage space at Trade Zone Complex No.1 El Socorro Road Extension, San Juan for the period 1st October, 2015 to 31st May, 2016, for which expenditure totalling \$141,048.00 was incurred.

Contract agreements for three service providers whose services totalled \$213,890.00 were not produced for audit examination in contravention of Financial Instruction 43 and Financial Regulation 8 (l). As a result, terms and conditions for the provision of these services could not be ascertained.

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<sup>8</sup> Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the Financial Year ended September 30, 2016, pg. 37  
[http://www.auditorgeneral.gov.tt/sites/default/files/Auditor%20General%27s%20Report%20on%20the%20Public%20Accounts%202016\\_0.pdf](http://www.auditorgeneral.gov.tt/sites/default/files/Auditor%20General%27s%20Report%20on%20the%20Public%20Accounts%202016_0.pdf)

# Noteworthy Development Programme Estimates in 2017-2018

The table below lists the projects that have been noted due to uncharacteristic variances in estimates for funding: <sup>9</sup>

Sub-Item Description	Project	2017 Estimates	2017 Revised Estimates	2018 Estimates
003-11-D019	Tourism Sites and Attractions Upgrade	-	\$1,500,000	\$9,000,000

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<sup>9</sup> Estimates of Development Programme 2018, accessed on October 3, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>

## Status of New Projects for the Financial Year 2016-2017

The following new projects received funding in the 2016/2017 financial year<sup>10</sup>:

<b>Sub-Item Description</b>	<b>Project -Item</b>	<b>2017 Estimates</b>	<b>2017 Revised Estimates</b>	<b>2018 Estimates</b>
<b>003-11-D028</b>	Establishment of Trinidad and Tobago Tourism Regulatory and Licensing Authority	\$500,000	\$100,000	\$500,000
<b>005-03-E053</b>	Visitor Relationship Management System (VRMS)	\$400,000	\$100,000	-
<b>005-03-E055</b>	Refurbishment of the TDC Cruise Ship Office and Quayside	\$300,000	\$773,000	-

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<sup>10</sup> Estimates of Development Programme 2018, accessed on October 3, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>

# New Projects for the Financial Year 2017-2018

The following new projects that received funding in the 2017/2018 financial year<sup>11</sup>:

Sub-Item Description	Project	2018 Estimates
003-11-D029	Consultancy for the Development of a Strategic Tourism Incentive Plan	\$500,000
003-11-D030	Development of the National Tourism Policy (2018)	\$900,000
003-11-D031	Caribbean Small Tourism Enterprises Project (STEP)	\$1,000,000
003-11-D032	Tourism Agency- Trinidad	\$10,000,000

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<sup>11</sup> Estimates of Development Programme 2018, accessed on October 3, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>

# Major Programmes and Development for the Period 2016 to 2018

The following table shows a list of the significant expenditure items, based on the proportion of the budgetary allocation assigned<sup>12</sup>.

<b>Development Programme 2017</b>	<b>PROJECTS</b>	<b>2016 Actual</b>	<b>2017 Revised Estimates</b>	<b>2018 Estimates</b>
<b>003-11-D019</b>	Tourism Sites and Attractions Upgrade	\$882,561	\$1,500,000	\$9,000,000

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<sup>12</sup> Estimates of Development Programme 2018, accessed on October 3, 2017: <http://www.finance.gov.tt/wp-content/uploads/2017/10/Numbered-Draft-Estimates-Development-Programme-2018.pdf>

# Committee Inquires Related to the Ministry of Tourism

Inquiry	Report Status	Ministerial Response	Key Recommendations <sup>13</sup>
1. <i>The Examination of the Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the financial year 2014 with specific reference to the Ministry of Tourism</i>	Report Presented: 03.02.17	Presented on: 21.04.17	<ul style="list-style-type: none"> <li>• The Permanent Secretary for the Ministry of Tourism should request the required training for the staff responsible to make them aware of proper procedure to be followed in accordance with the financial regulations; and</li> <li>• A request for training should be made by the Permanent Secretary to the Treasury in order to strengthen the Internal Audit Unit of the Ministry.</li> </ul>
2. <i>Examination of the System of Inventory Control within the Public Service</i>	Report Presented: 05.05.17	Presented on: 28.06.17	<ul style="list-style-type: none"> <li>• The Ministry should liaise with the Service Commissions Department and the Ministry of Public Administration and Communications to determine the most effective method to fill the vacancies throughout the Ministry.</li> </ul>

<sup>13</sup> Key Recommendations relate to recommendations that may have a financial impact on the Ministry



## General Useful Information

- Ministry of Tourism, JAMAICA: <http://www.mot.gov.jm/>
- China National Tourism Administration, CHINA: <http://en.cnta.gov.cn/>
- Antigua & Barbuda Tourism Authority, ANTIGUA & BARBUDA: <http://www.antiguanice.com/v2/client.php?id=775>
- Tourism Fiji, FIJI: <http://www.fiji.travel/>
- Ministry of Tourism, REPUBLIC OF INDONESIA: <http://www.indonesia.travel/en>