

SHORT-TERM SUPPORT PROGRAM FOR TOURISM DEVELOPMENT

(TT-0021)

EXECUTIVE SUMMARY

BORROWER: The Government of Trinidad and Tobago (GOTT)

GUARANTOR: Government of Trinidad and Tobago (GOTT)

EXECUTING AGENCY: Tourism and Industrial Development Company (TIDCO)

AMOUNT AND SOURCE: IDB: US\$5,000,000 (OC)
CANTAP GRANT: CAN\$500,000 1/

Local counterpart funding: US\$1,800,000
Total: US\$7,171,000

FINANCIAL TERMS AND CONDITIONS: Amortization period: 20 years
Disbursement period: 24 months
Interest rate: variable
Inspection and supervision: 1 %
Credit fee: .75 %

OBJECTIVES: As an overall goal: (a) to put in place specific preparatory and support measures in order to lay the foundation for viable tourism; and as specific objectives: (b) strengthen regulatory, promotional, institutional and operational frameworks conducive to sustainable development of the sector and private sector involvement therein; (c) support small but highly visible, beautification, enhancement and upgrading measures critical to sustainable management of the country's natural resources and cultural/historical assets, and the positive perception and protection of the tourism product; and (d) enhance public awareness and community interest and participation in sustainable tourism as a means of both helping to manage the resource base, and spreading the economic benefits of tourism.

1/ Pursuant to Document GN-1838-1 and Document GN-1862-2 Non-Reimbursable Technical Cooperation and Small Projects Program for 1995, the President has the authority to approve the Canadian Technical Cooperation Program component (will be used for environmental measures and community oriented programs).

DESCRIPTION:

This project will consist of four components: (a) institutional support and market research; (b) small scale upgrading of sites and facilities, carrying capacity and feasibility studies; (c) environmental management of tourism assets and eco-tourism ventures; and (d) community and public awareness. In each component related to natural and historical assets enhancement, a plan for sustainable financial operation and maintenance of sites will be developed.

**ENVIRONMENTAL
CLASSIFICATION:**

The Environmental Management Committee, at its meeting of May 11, 1995, classified this as a Category III operation.

BENEFITS:

The benefits of the proposed operation are: (a) it will advance important regulatory, institutional, planning, infrastructural, and financial management measures needed to launch sustainable tourism and prepare the way for longer-term action and investments; (b) it will send a visible signal to tourism investors, markets and to the public at large of the Government's commitment to the sector, and galvanize communities and the private sector to do their part, i.e., get involved in sustainable tourism-related activities and protection of assets, and to invest; (c) it will lead to a more effective application of environmental guidelines and EIA procedures for tourism development, as well as an enhanced awareness among prospective investors of applicable regulations and standards; (d) it will provide TIDCO and other entities with valuable project management and tourism development experience as an essential element for further action; (e) specifically, it will have as direct benefits the training of over 640 members of the public sector, including the training of some 40 trainers; the establishment of 80 school programs and 20 community programs; and an estimated number of 300,000 yearly visits to more attractive and improved sites; and (f) it will provide mechanisms for directly involving the private sector and NGOs in site operations and maintenance, corporate sponsorship and tourism related ventures.

RISKS:

The following risks have been identified: (a) possible inadequate coordination between TIDCO and other agencies in implementing this project. This risk is minimized through the provision of technical support and the setting up of coordination and consultation mechanisms throughout the execution phase; (b) potential delays in the timely execution of all components through tardiness in contracting and procurement. This risk is minimized by the provisions made for frequent follow-up and monitoring of project perfor-

mance by the Country Office using specific review points; (c) public reluctance to embrace the tourism thrust, and hence potential lack of community involvement in resource protection and eco-tourism activities. This risk is minimized through the Matura NGO participation model, the community facility and public awareness component of the project.

**THE BANK'S
COUNTRY STRATEGY:**

An important goal of the Bank's lending strategy in Trinidad & Tobago is to support the Government's efforts to achieve economic growth through stimulation of the private sector and sustained job creation, diversification and export competitiveness. Consistent with this strategy, the proposed operation will enhance the tourism sector by putting in place activities to lay the groundwork for a sustainable tourism thrust and increased investor interest which in turn is expected to translate into greater job opportunities.

**SPECIAL
CONTRACTUAL
CONDITIONS:**

(a) As conditions precedent to the first disbursement of the financing, the borrower, through the executing agency, shall present evidence to the Bank's satisfaction that: (i) a Project Advisory Committee has been established and its members appointed (paragraph 4.4); (ii) TIDCO has entered into written agreements for project execution with other pertinent agencies (paragraph 4.5); (iii) a letter of understanding on THA consultation arrangements has been signed or acknowledged by the parties participating in the Tobago projects (paragraph 4.7); (iv) the project manager of the Technical Support Unit at TIDCO has been hired (paragraph 4.9); (v) the NIPDEC Board has passed a resolution opening tenders to non-residents, authorizing awards to non-residents and modifying the requirement of tax and insurance certification in the case of non-residents (paragraph 4.12); (vi) the procurement procedures of TIDCO have been approved by the Bank (paragraph 4.12); and (vii) the final environmental impact assessment for the Maracas Beach Project has been approved (paragraph 3.10).

(b) Prior to acquisition of the recompression chamber, the executing agency shall present to the Bank's satisfaction, evidence of a signed agreement among entities responsible for the operation, maintenance and cost recovery of such equipment (paragraph 3.23).

(c) Prior to any disbursement on the Community Facility, the executing agency shall present to the Bank for approval the review and selection mechanism for funding from such Facility (paragraph 4.3).

(d) Prior to any publication of bids for the North Cost Trinidad Study, TOR shall have been approved by TCPD (paragraph 3.21).

(e) In addition, the program foresees the reimbursement of expenses chargeable to the financing in an amount up to the equivalent of US\$800,000, which may include expenses for project preparation, including institutional strengthening; port terminal beautification; Maracas Beach preparatory design; environmental analysis and preliminary impact assessment; community preparatory study; and purchase of computer equipment and training. The program also provides for the reimbursement of expenses chargeable to the local contribution in an amount up to the equivalent of US\$800,000.

(f) The requirements for reporting and mid-term review are set forth in paragraphs 4.10 and 4.11 respectively.

PROCUREMENT:

All procurement that exceeds US\$250,000 for goods and US\$1,000,000 for works will be done by international competitive bidding.

I. BACKGROUND

- 1.1 The Government of Trinidad & Tobago (GOTT), currently embarked upon a bold program of economic reform and diversification, has requested IDB financing for a short-term tourism support program. This program will build on two previously Bank-financed initiatives related to tourism: a 1990 short-term consultancy to identify key elements and TOR for a Tourism Master Plan, and the preparation of the Plan slated for approval in 1995. Maintaining environmental quality, sound land use planning and development review principles, and the sector's contribution to sustainable socio-economic development are among the core policies of the tourism Master Plan. During the elaboration of the Plan, it became clear that a number of support measures needed to be advanced in order to set the stage for orderly and sustainable tourism development and longer-term investment. This is particularly important due to growing investor interest in Trinidad & Tobago as a new Caribbean destination as evidenced by the development of three new resorts in Tobago, and a number of investor applications for hotels in Trinidad.
- 1.2 The measures being proposed under this reimbursable technical cooperation: institutional support, target market research and feasibility studies; regulatory frameworks and sustainable management of tourism assets; small-scale site upgrading and interpretation; and community and public awareness activities; build the core of a preparatory program. They respond to immediate needs identified without compromising the master planning process, combining permanent regulatory measures with strategic pilot activities. At the same time, they serve to demonstrate the authorities' commitment to sustainable tourism, thereby sending a strong signal to international tourism markets, to investors, stakeholders and to the general public. Another essential building block of tourism in T&T is industry-responsive human resource development; constraints in this area will be addressed under a parallel MIF operation.
 - A. Economic Context for Tourism Development
- 1.3 In the wake of the oil price collapse in the 1980s, and after a decade of almost uninterrupted economic decline, Trinidad & Tobago's program of economic reform and diversification is now beginning to bear fruit. Tough adjustment measures put into place and continued after 1987 have emphasized fiscal discipline, tight monetary policies, trade and exchange regime liberalization, public sector divestment, and revamping of the tax and investment regime.
- 1.4 These measures have helped to stimulate investor interest and economic growth; 1994 witnessed a return to GDP growth, falling inflation, and a strong external accounts performance. Within this framework of economic revitalization, there is greater interest in the tourism sector and recognition of its potential benefits to the

country in terms of economic diversification, job creation, linkages with other sectors, and foreign exchange earnings.

- 1.5 Given the importance of hydrocarbons, the role of tourism in the overall economy is still quite insignificant, generating only 1.4% of GDP and 2% of employment. In terms of the Caribbean market, the country's share of the region's total tourist arrivals has hovered around 2% for the last five years. In 1994, total stayover visitors to Trinidad & Tobago numbered 248,000; cruiseship passengers 43,000; and yacht arrivals 1,100. For the Tobago economy, however, tourism is very important. 13% of Tobago's jobs and 20% of Tobago's economy are directly related to tourism. Tobago has more than half of the country's total room capacity of 2600 rooms. By way of comparison, Jamaica's total room capacity is 16,000; tourism accounts for 14% of GDP, and 23% of the labor force are employed directly or indirectly by tourism.

- 1.6 While Trinidad & Tobago's tourism strategy has to be tailored to the country's overall economic strategy and its natural and cultural asset base, it is envisaged that it will be able to improve its competitive standing within the regional Caribbean market. This operation (as well as the parallel MIF grant) will enable T&T to launch the process by focussing more clearly on its international target markets, by improving service orientation, destination image and promotion, and by paying special attention to environmental sustainability and product quality --- for both local and foreign visitors. Being a latecomer to tourism has some advantages: most of the country's natural resource and touristic assets are largely intact, and it has had the opportunity to learn valuable lessons from the experience of its Caribbean neighbors.

B. Target Markets and Differentiated Tourism Product on Trinidad & Tobago

- 1.7 The Tourism Master Plan, currently under review by the GOTT, envisages a five-fold increase in stayover visitors and physical plant development over the next ten years. Preliminary market research and information generated by the Master Plan indicate that there are distinct island-specific product offerings based on the natural and cultural assets resource base, requiring differentiated, yet coordinated strategic and marketing approaches. Tobago is strong in eco-tourism, diving, high value added and upper-scale resort tourism; Trinidad's emphasis is cultural and events tourism, home porting, marine sports and some eco-tourism. This is also reflected in the current mix of tourists visiting the country: on Tobago, a growing diving industry and a preponderance of Europeans with long stayovers; on Trinidad, business, events and carnival related trips, with some eco-tourism. Improved marketing, promotion and packaging of activities could lead to combination stays on both islands and advantages for the whole economy.

C. Institutional Context of the Sector

- 1.8 In 1994, the Ministry of Tourism (MOT) was formed, and placed together with the Ministry of Finance. The MOT has responsibility for national tourism policy and coordination with other ministries. Also in 1994, TIDCO (Tourism and Industrial Development Company) was established under the Private Companies Act, and is fully owned by the Government. It is charged with implementing national tourism policy and coordinating its activities with private sector initiatives. Since TIDCO has been assigned the role of implementing agency for this project, the analysis of institutional capacity will mostly focus on TIDCO.
- 1.9 TIDCO replaced three previous public sector institutions, the Industrial Development Corporation, the Export Development Corporation and the Tourism Development Authority. Staffing of the three predecessor organizations totalled 300; staff of TIDCO includes less than 50 employees. TIDCO has three divisions: Tourism, Industrial Development, and Finance and Administration. TIDCO received a budget allocation of US\$4,5000,000 from the Ministry of Finance in the 1995 budget.
- 1.10 The Chief Executive Officer of TIDCO reports to the TIDCO Board which is mainly drawn from the private sector, i.e., leading hoteliers and industrialists in the country.
- 1.11 Given the fact that TIDCO has only been in operation for about a year, and has been experiencing some difficulty in finding qualified staff for many of its tourism-related activities, TIDCO will require substantial institutional strengthening (see component 1) to implement this project.
- 1.12 In addition to its implementation tasks, TIDCO has an important role to play in interacting and coordinating with other institutions in the sector, both public and private. The most important of these are the Tobago House of Assembly (THA), the Town & Country Planning Division of the Ministry of Planning and Development (MPD) which is involved in the investor approval and environmental impact assessment process, the National Carnival Commission, the Trinidad & Tobago Hotel and Tourism Association (THTA), the Hospitality Institute, NGOs and community groups. Within the execution of the project (see 4.3.), emphasis will be placed on mechanisms that facilitate and enhance such linkages.
- 1.13 Another player in the tourism sector of the country is the Division of Tourism of the THA, which under the Tobago Act of 1980, is responsible for the management of public tourism development projects and facilities on Tobago. The THA, by virtue of its regulatory and project responsibilities in Tobago, and the need to link up with TIDCO's activities and the national tourism development strategy, will also receive institutional strengthening under this project.

D. Bank Strategy in the Country and Program Rationale

- 1.14 An important goal of the Bank's lending strategy in Trinidad & Tobago is to support the Government's efforts to achieve economic growth through stimulation of the private sector and sustained job creation, diversification and export competitiveness. The proposed operation is the embodiment of this strategy. Expansion of the tourism sector--a sector which atrophied in the oil boom years--would create new income and employment opportunities and generate foreign exchange. Not only would this reduce reliance on oil export earnings, but crucially the growth of a relatively labor-intensive sector would go some way towards offsetting the capital-intensive nature of the hydrocarbon sector. This is vital given that the unemployment rate in 1994 was 18% (22% female). Furthermore, the program's emphasis on stimulating private sector involvement in the tourism industry meshes neatly with the Bank's goal of enhancing the role of the private sector in the economy.

II. OBJECTIVES

- 2.1 The overall goal of the program is to put in place specific preparatory and support measures as a cornerstone for viable tourism development. These activities are consistent with the longer-term vision for tourism, as articulated in the draft Master Plan and the Government's Medium Term Framework.
- 2.2 The specific objectives of the program are as follows:
- * strengthen regulatory, promotional, institutional and operational frameworks conducive to sustainable development of the sector and private sector involvement therein;
 - * support small but highly visible, beautification, enhancement and upgrading measures critical to sustainable management of the country's natural resources and cultural/historical assets, and the positive perception and protection of the tourism product;
 - * enhance public awareness and community interest and participation in sustainable tourism as a means of both helping to manage the resource base, and spreading the economic benefits of tourism;

III. PROJECT DESCRIPTION

A. Specific Activities

- 3.1 This project will consist of four components: 1) institutional support and market research; 2) small scale upgrading of sites and facilities, carrying capacity and feasibility studies; 3) environmental management of tourism assets and eco-tourism ventures; and

4) community and public awareness programs. In each component related to natural and historical assets enhancement, a plan for sustainable financial operation and maintenance of sites will be developed. Annex I contains a summary table of all components and their costs, as well as a description of activities contained in each component.

1. Institutional Support and Market Research

- 3.2 Under this component the following activities will be financed: institutional strengthening; market segment research; information and technology systems; front-line public sector training and study tours; and the development of regulatory measures and guidelines for the air transport and tour operator industry, and for tourism developers and investors.
- 3.3 The main beneficiaries of institutional strengthening are TIDCO, the implementing agency, and the THA. Institutional strengthening of TIDCO is required to support and develop its capacity to coordinate and implement this project, and longer-term activities as well as to complement private sector efforts, (in particular with measures under the MIF), and those of community-based groups. The program would finance a technical support unit (TSU) for 24 months. This would require the hiring of consultants: a project manager to oversee and monitor project execution, and to develop linkages to the preparation of a longer-term tourism development plan; a marketing expert; an accountant; a contracts specialist; a project engineer/environmental expert to monitor the small works and environmental components; two events tourism consultants to build TIDCO's capacity to plan, promote and implement events (one of whom will be assigned to the THA for an appropriate period); five community and public awareness consultants; and two administrative assistants. These consultants will be hired for periods ranging from 3 to 24 months (see Procurement Plan in Annex III).
- 3.4 This project will also provide institutional and technical support to the THA through financing a project management specialist, a regulatory/policy specialist, and a systems administrator to enhance its capacity to more effectively carry out its planning and regulatory functions, to coordinate and monitor Tobago projects, and to link up with TIDCO and national tourism development efforts.
- 3.5 Another project activity is market research which is an integral element to assist the public and private sector to better understand T&T's competitive standing and its potential niches, and thereby effectively target and focus marketing, investment and promotion efforts. Research will be carried out on the following target markets: for both Trinidad & Tobago eco-tourism, events/cultural/education tourism; selective cruiseship tourism and homeporting for Trinidad; and diving for Tobago.

- 3.6 This project will also finance computer equipment and software. Information technology and data base development are essential tools to achieve information and telecommunications linkages with the international tourism market at the level required to improve the country's competitiveness. Support will be provided for the installation of a computer network at TIDCO which will enable TIDCO to support and coordinate work between its divisions, the THA and other entities, the private sector and markets abroad. Capabilities required include a management information system, on line access and a World Wide Web site for TIDCO on the Internet, as well as computer stations with modem dial up. Communication linkages between TIDCO and THA are a vital element of the institutional strengthening of both entities, the improvement of information gathering and exchange, and more effective internal coordination of activities, crucial in a twin-island setting.
- 3.7 The project will also finance short-term and highly focussed training courses for front-line public agencies such as Customs and Immigration, Town & Country Planning, TIDCO and the THA on specific topics; emergency response training for Coast Guard and paramedics, oriented to the diving and marine sports industry; the development of licensing and regulatory measures for the air transport and tour operator industry; and short study tours of TIDCO, THA and/or Town & Country Planning officers to other countries to study sustainable models of tourism development.

2. Small Scale Upgrading of Facilities and Feasibility Studies

- 3.8 Under this component the following activities will be financed: (a) upgrading, improvement and extension of Maracas Beach facilities in order to enhance and rationalize beach use, and improve environmental quality and sanitation in the entire beach area; (b) landscaping and artistic enhancement of the Port of Spain cruise and airport terminal, and the Scarborough Waterfront/Terminal areas in Tobago; (c) restoration efforts, design and installation of interpretative material to enhance the touristic quality of Fort King George in Tobago; and (d) a cultural theme park feasibility study, and a Maracas Basin carrying capacity and land use planning study for Trinidad. Most of these areas were identified in the Master Plan Draft. The rationale for the selection of upgrading activities in the short-term program is the need to carry out small, but highly visible and effective pilot improvements in tourism infrastructure and service facilities to achieve maximum impact in terms of destination image and signals to investors.

a. Maracas Beach

- 3.9 Maracas Beach is currently the most heavily used beach both by local and international tourists in Trinidad, and is in a state of environmental degradation, mainly due to malfunctioning of the sewage system, poor maintenance and littering, inappropriate beach parking and poor sanitary vending facilities. This component will not only restore and protect 101 ha. of a valuable natural resource

which attracts approximately 4100 national and international visitors on a regular Sunday, but will also identify mechanisms for its maintenance and financially sustainable operation.

- 3.10 The activity mentioned under a) will comprise the repair and upgrading of the sewage treatment plant, solid waste disposal and drainage systems of the beach area; planting and landscaping of the beach, and mechanisms such as sand traps to address beach erosion; rationalization and improved spatial allocation of existing vending facilities, washrooms, lifeguard and visitor information facilities in order to improve sanitary conditions, recreational environment and overall beach usage and protection; construction of a carpark removed from the beach area which will address the problem of current beach damage through beach parking; and the design of a sustainable private sector site management plan, thus ensuring revenues for continued operation and maintenance of the improved facility. Draft designs have been prepared and are being adjusted based on the results of the environmental analysis, conducted for the project. Approval of the final environmental impact assessment for the project will be a condition prior to first disbursement. Consultation with the local community around Maracas Beach and with the private sector, in particular, the major hoteliers in Trinidad, has already begun with a view to ensuring ample public and private involvement in this project.
- 3.11 Projections for revenues indicate that once rehabilitated and under private management, the operating and maintenance costs of this facility can be easily sustained. Under TIDCO's oversight, the Maracas Beach sub-component will be handled by the National Insurance Property Development Company Limited (NIPDEC) through competitive local bidding procedures. It is expected that the operation of the rehabilitated facility and equipment will be managed by the private sector after completion of the works.

b. Port of Spain Airport and Waterfront/Cruise Terminal Beautification

- 3.12 This activity involves small-scale landscaping and other measures to enhance the "first impressions" of persons arriving at the air- and sea ports of Trinidad. Improvements will be achieved through installation of better lighting, the replacement of sterile tarmac and concrete areas with indigenous plants and shrubs, improved signage, the installation of promotional video material and artistic murals based on local cultural themes, flora or fauna, and the regularization of taxi cab assignments, passenger and pedestrian flows to improve efficiency, safety and security.
- 3.13 Since the cruise terminal area is the responsibility of the Port Authority, all necessary agreements will be made between TIDCO and the Port Authority, thus enhancing coordination of efforts and reducing risk potential. This project will be delivered through a landscaping and design contract with plans based on inputs from the

Port Authority, the Port of Spain Council, and local waterfront cruise and industrial users.

c. Scarborough (Tobago) Waterfront Beautification

- 3.14 Redeveloped waterfronts are a successful formula for revitalizing urban areas and their images, and Scarborough, Tobago with its quaint, historical structure, could greatly benefit from very modest improvements in landscaping and beautification of its waterfront area as proposed in this package. Measures would include new landscaping and the provision of shade trees for recreation at the waterfront area; the removal of chain link fence barriers between waterfront and contiguous downtown Scarborough, and the softening of the overall hard "concrete and tarmac look". These are all intended to enhance visitor experience and encourage pedestrian circulation and spending by both locals and tourists, thereby revitalizing existing small shops, vendor booths, markets and businesses and encouraging new private sector interest in the urban and waterfront area. Greater pedestrian use of downtown Scarborough would also enhance visits to Fort King George and the Botanical Gardens, important attractions in the vicinity.
- 3.15 The project will be delivered through a landscaping and construction contract with the active involvement of the THA, the Port Authority, Scarborough business interests, local community and tourism industry representatives.

d. Fort King George Interpretation

- 3.16 The objective of this package is to put in place small-scale, but urgently needed measures to immediately improve the quality of this highly visible and popular historic attraction on Tobago. Site quality of the Fort, including the imposing hill site location of the museum, is excellent. Over the longer term, this site can function as a major orientation centre for Tobago visitors. Currently, there are some modest entrance fees to the site. Ultimately, Fort King George is expected to operate on a self-financing basis, and improvements in the quality of the attraction as envisaged will provide the groundwork to achieve this goal.
- 3.17 The project will therefore finance: (a) small-scale historical restoration efforts; (b) enhancement of the interpretive experience through the installation of a high-quality audio-visual presentation; and (c) improvements to visitor orientation on the site through signage and beautification of the arrival area as well as installation of entry canopies to shade and direct visitors.
- 3.18 Technical expertise will be required for the interpretive enhancements. The rest of the upgrading activities will be delivered through a construction contract with historical restoration input and the participation of an NGO, the Tobago Trust, to ensure tastefulness and appropriateness of design.

e. Feasibility Studies for a Cultural Theme Park

- 3.19 Within the market positioning of Port of Spain as a cultural and events center of the Caribbean, the home of Caribbean Carnival, and the birthplace of a distinctive cultural expression in music, song and dance, a feasibility study is proposed for a cultural theme park in Trinidad and in Tobago. Through market research the study will determine the potential target markets and the feasibility of such a product. It is expected that the study will also estimate expected costs and revenues, design a financial model for operation of this project by private sector investors, and determine linkages between such a facility and the events tourism market. Once completed, the study will be made available for solicitation of local and international investor interest.

f. Carrying Capacity and Land Use Planning Study for North Coast Trinidad

- 3.20 The objective of the study would be to assess the carrying capacity and prepare a comprehensive land use plan for a segment of the North Coast extending from Maracas to Las Cuevas beaches to ensure that future tourism development decisions are compatible with the requirements of market segments as well as the unique environment of the North Coast Region. The main activities include:
- a. an assessment of the physical, ecological, social, economic and land use context of the study area as a basis for its sustainable touristic development;
 - b. an analysis of the environmental, engineering and socio-economic implications of alternative tourism development scenarios for the study area, with consideration to the needs of targeted market segments;
 - c. preparation, in consultation with local stakeholders, of a detailed land use zoning scheme; and
 - d. based on the above, development of environmentally-sound thresholds for tourism carrying capacity, with special regard to water supply, wastewater treatment and solid waste disposal systems within the study area.
- 3.21 To undertake the study, TIDCO will contract a consulting firm or a consortium with experience in coastal and environmental management, tourism planning and environmental engineering to carry out the activities described below. The expected duration of the study would be 12 months. The approval of the TOR for this study by Town & Country Planning is a condition prior to bidding for this sub-component.

3. Environmental Management of Tourism Assets and Eco-Tourism Ventures

- 3.22 This component will advance important preparatory and regulatory measures to manage natural resource assets and to address some critical environmental issues, i.e., coastal water pollution, coral reef degradation from anchoring and other physical damage, and beach mining, which put the Tobago destination at risk; these activities are important to maintaining the quality upon which the tourism sector depends and vital to the sustainability of any later investment program.
- 3.23 Activities proposed include: (a) development of institutional, regulatory and infrastructural frameworks to manage and restore reef resources of the Buccoo Reef Marine Park and other Tobago reef systems; (b) design of a coral reef interpretative and educational center; (c) baseline studies (with special reference to Northeast Tobago), development of water quality standards and coastal water quality restoration, monitoring and maintenance activities; (d) environmental guidelines for tourism development, EIA training for those public entities reviewing tourism development proposals and an EIA information packet for potential tourism investors; (e) installation of a diving and maritime safety response system, and design of a structure for equipment use through collaborative arrangements between Coast Guard, diving association, and the Roxborough fire station on Tobago; a signed agreement between the entities responsible for cost-recovery, operation and maintenance would be required as a condition prior to acquisition of the equipment; (f) interpretation of the Tobago Rainforest Trail System and Gilpin Trace Trail; (g) establishment of small-scale eco-tourism pilot projects such as an ecolodge/ wilderness campground facility at Bloody Bay (Tobago) which would also be used for environmental training, research and education; (h) consultancy support to develop a model for NGO participation in eco-tourism based on the Matura Turtle Protection Project, run by a community-based organization, Nature Seekers, Inc.; this model should identify ways to promote women's participation in such ventures; (i) establishment of a facility to fund small community-driven sustainable projects according to specific eligibility criteria, including co-sponsorship by the private sector and a review and selection mechanism to be approved by the Bank; and (j) funding of a Tobago Conservation Workshop in conjunction with Kew Gardens of London. All activities would be strongly supported by and linked with the public awareness component, tailored to the distinctive needs of both islands.

4. Community and Public Awareness and Attitudes Component

- 3.24 This sub-component aims at: (a) fostering strong support for sustainable tourism, private sector participation, and the involvement of key stakeholders including policy-makers, NGOs, schools, and the public at large; (b) ensuring at the national, local government and grassroots levels increased knowledge of the

new tourism thrust and understanding of industry-related policies, regulations, services and programs; and (c) sensitizing and educating key target groups on opportunities within the industry, and enabling communities, particularly women to participate in the economic benefits of tourism through proper management of natural resource and heritage assets and community-based ventures, which in turn will enhance the tourism product.

3.25 Obvious benefits expected to accrue from this public awareness component include:

- a. institutional strengthening of TIDCO and the THA, as well as greater interaction of these entities with NGOs, community organizations or schools implementing pilot programs and activities.
- b. involvement of the private sector in cost sharing through private funding and sponsorship of program materials and special events, and increased knowledge and support of key stakeholders.
- c. an improved tourism product for visitors and support of the efficient and effective implementation of other component areas in this and other tourism-related projects.

3.26 This component consists of eight main activities: (a) consultancy support to TIDCO and the THA through the provision of 5 community and public awareness experts as included in component 1; (b) interactive and public campaign media materials development; (c) training of 40 trainers and teachers, and workshops and symposia geared to 35 policy makers; (d) 60 school awareness and 20 community-oriented programs with attention paid to women's participation; (e) the establishment of a materials and audio-visual resource center; (f) development of a corporate outreach and fund raising strategy oriented to about 35 firms; and (g) attitude survey and evaluation measures. The activities will be developed using as much input as possible from the tourism and hospitality industry, and coordinated with the other components of the project, as well as with the proposed MIF project.

IV. EXECUTION OF THE PROGRAM

1. The Executing Unit

4.1 The borrower will be the Government of Trinidad and Tobago which will assume the debt service obligations. As delegated by the client Ministry, the Ministry of Tourism, TIDCO will be the executing agency and will be strengthened by a technical support unit as described above. Expertise contracted will enable TIDCO to manage this project and to effectively carry out its public, private

sector and community coordination roles, important elements for this program to function.

2. Execution of the Program

- 4.2 TIDCO will have overall responsibility for the execution of the program on behalf of the Government of Trinidad & Tobago (GOTT). The Ministry of Tourism (MOT) will be the official representative of the borrower in all dealings with the Bank on the execution of the program and the fulfillment of all contractual conditions.

3. Execution Mechanisms

- 4.3 TIDCO would be directly responsible for the oversight of the preparation of bidding documents and contracting for the provision of goods and services, supervising the quality and timing of the execution of all physical works and other program activities, monitoring and coordinating the various project components, and submitting quarterly reports to the MOT and the MPD as well as to the Bank through the MOT, on the progress of program execution. Through the MOT, TIDCO will make requests to the Ministry of Finance for the release of funds and will be responsible for administering the application of all the resources of the program, including loan funds and local counterpart resources, and keeping records and accounts according to Bank guidelines. With respect to the community awareness facility, eligibility criteria for projects and a selection mechanism require agreement with the Bank prior to disbursement of this facility to ensure compliance with the program's objectives.
- 4.4 A Project Advisory Committee will be established in order to provide an ongoing review and feedback mechanism on the progress of the project. It will be comprised of: a representative of the MOT (Chairperson); an MPD representative; two TIDCO representatives, which shall include the Project Manager; one THA representative; and two tourism industry representatives which shall include the TTHTA focal point on the MIF project. The establishment of the Project Advisory Committee and the appointment of its members will be a condition prior to first disbursement.
- 4.5 In addition, regular technical coordination and program monitoring meetings between TIDCO and all other entities, consultants and/or contractors involved in the implementation of program sub-components should be held; the results of these meeting will be incorporated in TIDCO's quarterly reports. TIDCO will need to obtain all the necessary written agreements for project execution with NIPDEC, the Port Authority, and other pertinent agencies, and submit these to the Bank prior to first disbursement. These agreements will establish that each entity shall undertake to fulfill all the obligations contained in the loan contract which pertain to the execution of the respective sub-component.

- 4.6 With respect to projects in Tobago, it is envisaged that TIDCO, in full consultation with the THA, and on the basis of competitive bidding procedures, would review and identify consultants and contractors for those projects. The THA will be responsible for the day to day monitoring and supervision of the project works and for the preparation of progress reports. The capacity of the THA to undertake this function will be strengthened by the institutional support provided to the THA under component 1.
- 4.7 The arrangements for consultation with the THA will be covered by a letter of understanding among all parties to be presented to the Bank prior to first disbursement. It is envisaged that after completion of projects in Tobago, the THA will assume responsibility for administering mechanisms for their operation and maintenance.
- 4.8 As indicated above, TIDCO will be assisted by a technical support unit (TSU) for project management which will be created in TIDCO. The TSU will be headed by a project manager who will report directly to TIDCO's Chief Executive Officer and will be responsible for planning, overseeing and coordinating the different activities of the project. The hiring of the project manager will be a condition prior to first disbursement. Before hiring or assigning personnel to the TSU, TIDCO will submit to the Bank their CVs for approval. TIDCO will also provide the required administrative support for the TSU. It is envisaged that TIDCO will delegate to NIPDEC the contracting arrangements on the Maracas Beach upgrading project, given NIPDEC's long-standing experience in project development. NIPDEC has both the technical and legal capacity to carry out this function, and the use of its procurement procedures falls under national legislation.
- 4.9 The project manager will submit the following reports to the Bank through the MOT:
- * 30 days after assuming his/her duties, a brief report indicating the procedures for selecting and hiring contractors/consultants and a final timetable for procurement and contracting.
 - * Three months after assuming his/her duties, a report evaluating the start-up of the project and presenting a work plan for project activities for the following year, taking into account the envisaged project execution schedule.
 - * At the twelfth month after assuming his/her duties, a report evaluating the previous twelve months of the project and presenting a work plan for activities for the following year, including all those related to project termination.
 - * Quarterly reports on the progress of project execution.

4. Follow-up and Supervision

- 4.10 The basic supervision of this technical cooperation will be the responsibility of the Bank's Country Office in Trinidad and Tobago. A mid-term review will be conducted by the Bank within 12 months of contract signature to assess with the GOTT the progress achieved towards the stated project objectives. The indicators of performance for this project are included in Annex II. At the time of the mid-term review, the Bank will analyze the status of ongoing work, linkages and consistency with longer-term tourism goals and strategies, and any preparatory work being done in that context.

5. Procurement Issues and Local Bidding Procedures

- 4.11 In the acquisition of equipment and other goods, and in the award of contracts for the execution of works with the program's resources, the Bank's current procedures will be followed. It is proposed that above the limits of US\$1 million for civil works and US\$250,000 for goods and services, international competitive bidding will be required. Below the thresholds set about, bidding will follow national legislation. It is not anticipated that any civil works will exceed the US\$1 million threshold (see Annex III for procurement plan). With respect to the Maracas Beach works, the GOTT has already proposed delegating procurement responsibilities to NIPDEC, with oversight by the executing agency TIDCO. Under national legislation, the GOTT may use NIPDEC for the undertaking of such works and services, in which case NIPDEC may apply its own procedures and regulations which have been presented to Parliament. NIPDEC therefore has legal capacity to act as proposed. Its procedures are consistent with the Bank's procurement guidelines with one exception, namely restriction of awards of contracts to residents, unless approved otherwise by NIPDEC's Board. This will be addressed within this project, since the Bank will require a resolution from NIPDEC's Board to overturn such a restriction prior to first disbursement. For procurement other than Maracas Beach, TIDCO's procurement procedures will be used. As a condition precedent to first disbursement, TIDCO's procedures must be approved by the Bank. The executing agency shall include in the financial agreements to be entered with each participating entity, the obligation of the latter to comply with the requirements included in this paragraph.

6. Maintenance

- 4.12 The agreement between the borrower and the operators will establish that: (a) maintenance and upkeep of works, equipment and installation, following generally accepted technical guidelines, will be the responsibility of the operators of the Maracas Beach and other facilities and/or the respective public entity; (b) the Bank will be allowed to visit and inspect all projects and programs; and (c) operators or the responsible public entity as the case may be will provide the borrower with annual reports on the maintenance of the facility for a period of up to 5 years. If

unacceptable levels of maintenance are found, it will be the obligation of the organization involved to take the necessary corrective actions.

7. Project Budget and Financing

- 4.13 The total cost of the project is estimated at US\$7.17 million. The Bank's contribution would amount to US\$5.0 million. The local counterpart would be equivalent to US\$1.8 million. In addition, there will be a grant of the equivalent of Canadian \$500,000 from the Canadian Technical Cooperation Program (CANTAP). The following table shows the different cost categories and financing sources (See detailed budget in Annex IV). The Bank will recognize as retroactive financing or local counterpart those expenditures already incurred following Bank procedures.

8. Advance of Funds

- 4.14 A revolving fund will be established with resources from the Bank's loan to pay projected expenditures. An advance of 10% of the financing is recommended.

BUDGET SUMMARY (in US\$ thousands)				
	Bank	Local	Other	Total
1.1 Consulting Firms Honoraria	1,263	242	350	1,855
2.1 Indiv. Consultants Remun.	1,297	230	0	1,527
3.1 Scholarships and Fellowships	30	0	0	30
6.1 General Support <u>1/</u>	0	1,150	0	1,150
6.3 Equipment	456	115	0	571
6.5 Data Processing	250	0	0	250
7.1 Publications	66	0	0	66
97. Special Programs <u>2/</u>	810	84	0	894
98. Contingencies	496	0	0	496
Subtotal	4,588	2,171	0	6,759
Financial Costs	331	0	0	331
TOTAL	5,000	1,821	350	7,171
<u>1/</u> Valuation of services in kind which the GOTT is willing to contribute. It includes: Office space, local travel, local staff, office supplies and equipment, building maintenance and utilities.				
<u>2/</u> This includes: Community facility, Maracas Beach embellishment/construction, Gilpin Trail kiosk/headtrail, Bloody Bay (wilderness camping).				

- 4.15 The technical cooperation will have a 24 months execution period and a disbursement schedule based on the execution schedule.

9. Linkages with Parallel MIF Program

- 4.16 This technical cooperation is closely linked to a proposed parallel MIF grant which addresses the human resource development needs of the tourism industry, an essential building block in achieving an improved product and service orientation. The MIF project aims at strengthening the private sector's ability to coordinate its efforts on behalf of the entire hospitality industry, as well as to provide on-the-job training through curricula development, installation of a systems approach, and through the restructuring of the Hospitality Institute and the content of its programs to make the training system more industry responsive.

10. Compatibility with other Bank Programs

- 4.17 The Bank has already financed two initiatives related to tourism: a short-term consultancy in 1990 to prepare TOR for a draft Master Plan, and the preparation of the Master Plan. Other related Bank activities are: the Environmental Protection and Rehabilitation program (Loan 857/SF-TT), currently in execution, which encompasses the construction of visitor facilities and improved resource management of two protected areas, reforestation, and erosion control measures; and a feasibility study for the collection, treatment and disposal of waste water treatment in Tobago. Other pertinent activities under consideration include an Environmental protection Program (TT-0042) consisting of investments for integrated waste management and the disposal of oily waste, as well as an Agricultural Sector Loan (TT-0032) in the final stages of preparation which has a land use reform component.

11. Programs of other Organizations

- 4.18 With respect to natural resource management programs, the World Bank has financed the establishment of the Environmental Management Agency, and interim damage and flood control. In the World Bank pipeline are a National Parks and Watershed Management Program, a National Drainage Program, and a Water Sector Rehabilitation Program for a total of US\$200 Million. With respect to tourism, the European Union has already financed some training, market research and design of a community awareness program which has been an input into the design of component 4 of this project. The Caribbean Development Bank has been involved in the rehabilitation and interim improvements of the water supply and distribution system in Tobago since 1990. Complementing this activity, the European Investment Bank financed in 1994 a feasibility study and the preparation of preliminary designs for a water catchment facility at Richmond in Tobago. Follow-up investments for sanitation infrastructure are under consideration.

12. Environmental Impact

- 4.19 This project has been assigned a III category by the CMA. The environmental summary has been approved on July 25, 1995.
- 4.20 The following positive environmental impact can be expected from combined results of institutional strengthening activities and the environmental management component: (a) maintenance and, in the case of Buccoo Reef Marine Park, improved condition of coral reefs and their associated coastal habitats in Tobago; (b) net improvements in coastal water quality in Maracas Bay and Buccoo Reef (Bon Accord Lagoon); (c) a more effective application of environmental guidelines and EIA procedures by key public agencies in their selection, review and approval of tourism development proposals; and (d) enhanced awareness among prospective investors of applicable environmental regulations for tourism development proposals. Environmental education activities and improved nature interpretation services at Gilpin Trace Trail and Bloody Bay would result in enhanced awareness among island residents and tourists of conservation practices and the need for sustainable tourism.
- 4.21 This technical cooperation is not likely to result in any significant direct negative environmental impact by virtue of the scale and nature of the small works proposed. The environmental analysis conducted for the site rehabilitation activities at Maracas Beach has yielded site-specific recommendations for preventing potential negative effects mainly on hydrological conditions and a nearby wetland. These will be reflected in the final design for the works. A prevention and mitigation plan is presented in the environmental summary.

13. Benefits and Risks

- 4.22 The benefits of the proposed operation are: (a) it will advance important regulatory, institutional, planning, infrastructural, and financial management measures needed to launch sustainable tourism and prepare the way for longer-term action and investments; (b) it will send a visible signal to tourism investors, markets and to the public at large of the Government's commitment to the sector, and galvanize communities and the private sector to do their part, i.e., get involved in sustainable tourism-related activities and protection of assets, and to invest; (c) it will lead to a more effective application of environmental guidelines and EIA procedures for tourism development, as well as an enhanced awareness among prospective investors of applicable regulations and standards; (d) it will provide TIDCO and other entities with valuable project management and tourism development experience as an essential element for further action; (e) specifically, it will have as direct benefits the training of over 640 members of the public sector, including the training of some 40 trainers; the establishment of 80 school programs and 20 community programs; and an estimated number of 300,000 yearly visits to more attractive and improved sites; and (f) it will provide mechanisms for directly

involving the private sector and the NGOs in site operations and maintenance, corporate sponsorship and tourism related ventures.

- 4.23 The following risks have been identified: (a) possible inadequate coordination between TIDCO and other agencies in implementing this project. This risk is minimized through the provision of technical support and the setting up of coordination and consultation mechanisms throughout the execution phase; (b) potential delays in the timely execution of all components through tardiness in contracting and procurement. This risk is minimized by the provisions made for frequent follow-up and monitoring of project performance by the Country Office using specific review points; (c) public reluctance to embrace the tourism thrust, and hence potential lack of community involvement in resource protection and eco-tourism activities. This risk is minimized through the Matura NGO model sub-component, the community facility; and public awareness programs financed by the project.

**SUMMARY TABLE OF COMPONENTS/ACTIVITIES, COSTS AND
INDICATIVE SCOPE OF WORK**

COMPONENTS/ACTIVITIES	INDICATIVE SCOPE OF WORK
I. INSTITUTIONAL STRENGTHENING	US\$2.16 million (42% of direct costs)
Technical support unit (TSU) for TIDCO and support to THA	1. Hiring for 24 months of technical, community awareness and administrative staff within TIDCO needed for project coordination and supervision; 2. Hiring of technical and coordination staff within THA for Tobago component; 3. Cost recovery/income generation strategy.
Market segment research	1. Definition of targeted market segments for ecotourism, events tourism, diving and home-porting in Trinidad and Tobago; 2. Visitor opinion survey in North America and Europe; 3. Market segment strategy.
Information and technology systems	1. Installation of information systems and audio-visual resource center; 2. Acquisition of hardware and software for TIDCO and THA.
Public agency training	1. Training needs assessment; 2. Short-term training for front-line public agencies; 3. Study tours.
Guidelines for air transport and tour operators (ATLA)	1. Management audit of air transport and tour operators regulating agency; 2. Capacity building of agency.
II. SMALL WORKS AND FEASIBILITY STUDIES	US\$2.1 million (40% of direct costs)
Maracas Beach rehabilitation	1. Upgrading of package sewage treatment plant, solid waste disposal and drainage systems; 2. landscaping and beach restoration; 3. refurbishment of beach recreational facilities; 4. construction of carpark; 5. implementation of business plan.
Port of Spain Airport/Waterfront beautification	1. Landscaping and information kiosks at cruise ship arrival; 2. Promotional media and improvement of visitor services at airport.
Scarborough waterfront beautification	1. Landscaping and improvement in pedestrian access along waterfront.

COMPONENTS/ACTIVITIES	INDICATIVE SCOPE OF WORK
Fort King George interpretation	1. Small-scale historical restoration; 2. design and installation of interpretive exhibits; 3. signage and landscaping.
Feasibility study for a culture theme park	1. Cultural product research for Trinidad and Tobago; 2. Investment promotion strategy; 3. Siting and feasibility study, including business plan.
Carrying capacity and land use planning study for North Coast	1. Baseline environmental surveys; 2. Existing land use assessment; 3. Tourism development scenarios and demand projections; 4. Tourism carrying capacity analysis for water quality, wastewater, solid waste and land use change; 5. Land use plan and environmental performance standards for tourism resorts.
III. ENVIRONMENTAL MANAGEMENT AND ECOTOURISM	US\$809,000 (16% of direct costs)
Reef management in Tobago	1. Implementation of the management plan for Buccoo Reef Marine Park (improved on-site enforcement, licensing of operators and regulatory guidelines, installation of moorings and trails, water quality/ecological monitoring, design of an interpretive center, and feasibility study for navigational access); 2. Initial management measures for other reefs including marine park boundary alternatives, demarcation and mooring buoys at Speyside.
Coastal water quality management in Tobago	1. Verification of point and non-point sources of wastewater contamination; 2. Baseline monitoring; coastal water classification; 3. Training and technical assistance for package treatment plant operators for effluent control program.
Diving and maritime safety system	1. Acquisition of a recompression chamber; 2. Design of a operational and business plan for maritime safety services.
Interpretive facilities at Gilpin Trace Trail	1. Design and installation of trail signage and interpretive kiosks; 2. Business plan.
Bloody Bay wilderness campground	1. Feasibility study for a low-impact campground facility, including business plan for income-generation; 2. Initial site preparation and trails for 20 campsites.

COMPONENTS/ACTIVITIES	INDICATIVE SCOPE OF WORK
Conservation workshop	Event promoting Tobago as an international conservation site.
Environmental guidelines and EIA training	1. Development of environmental guidelines for tourism development proposals; 2. Preparation and delivery of an EIA training module for tourism developments; 3. Investor information packet on EIA requirements.
Facility for community-based environmental action	Small grants to community groups in Trinidad and Tobago for environmental activities.
IV. COMMUNITY AWARENESS	US\$135,000 (2% of direct costs)
Media materials	Development of interactive and public campaign media materials.
School awareness and community awareness programs	Programs directed at approximately 60 schools on both islands and 20 priority communities in the vicinity of sites.
Teacher and trainer training	Training of trainers/teachers, workshops and symposia geared to influential and policy-makers.
Corporate outreach strategy	Development of a corporate outreach and fund-raising strategy oriented to about 35 firms/tourism industries.
Attitude survey and evaluation measures	Attitude survey to compare, measure and provide feedback on visitor satisfaction and public/private attitudes to tourism development.

PROJECT BENCHMARKS

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
OVERALL GOAL To lay the groundwork for a sustainable tourism thrust and increased investor interest.	Standing Committee for Tourism approves longer term tourism investment plan consistent with sustainable tourism development.	Short-Term Project Manager includes main elements within final report.	Economic situation improves; social and political stability maintained. Maintenance of government plans to devolve site operation to private sector/NGOs or joint ventures.
Strengthening of regulatory, promotional institutional and operational frameworks.	Licensing system for industry-related operators introduced and enforced.	Number of applications received and permits approved.	Government has made provisions for availability of counterpart financing.
	Carrying Capacity thresholds set for the North Coast Area.	Town & Country Planning in agreement with the methodologies used.	
	Maintenance or net improvement in reef condition and water quality at Tobago and Maracas Bay compared with baseline in '94 and '95 respectively.	Comparison of reef condition and water quality measurements.	
	Net improvement in sewage treatment plant operations.	Number of sewage/industrial plant inspections done and number of violations reported.	
	Number of public employees trained in 24 months.	Funds disbursed for this activity.	
	Steady pace of disbursements and timely implementation of all components both in T&T	Site inspections, project monitoring activities and reports, funds disbursed.	
	Investors incorporate EIA guidelines in their development applications.	Numbers of EIA investor kits requested and reported by TIDCO.	
	Number of requests for information on the internet/800 number.	TIDCO keeps track of and reports on execution of these activities within progress reports.	
	Number of trade fairs exhibitions, study tours done, and publications or announcements in specialized magazines consistent with findings and recommendations of the market study.	TIDCO keeps track of and reports on execution of these activities within progress reports.	

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	Institutional coordination and consultation mechanisms between TIDCO/THA and others.	Minutes of coordination meetings and listing of follow-up actions on recommendations of Steering Committee and Tobago Committee. Shared TIDCO/THA data bases.	
Support small beautification and upgrading measures for sustainable management of natural and cultural/historical assets, and the protection of the tourism product.	For Maracas Beach and Fort King George business plans completed.	Site inspections and Visitor Attitude Surveys as applicable.	
	Number of concessions for private NGO or joint ventures awarded for site operations.	Contracts awarded and approved.	
	Entrance fees introduced at sites.	Operations and maintenance costs partially covered through fees.	
	Improved interpretive and visitor services.		
Enhance public awareness and community interests in sustainable tourism as a means of both helping to manage the resource base, and spreading the economic benefits of tourism.	Number of requests for community-driven projects using facility.	Funds disbursed under Community Facility.	Community interest stimulated through awareness campaign.
		Attitude Survey of policy makers, private sector and public.	
	Number of Sustainable Tourism Action Groups established.		
	Extent to which women have actively participated in this component.	Involvement of women in eco-ventures or Tourism Action Group.	

**PROCUREMENT PLAN
(TT-0021)**

MAIN PROJECT PROCUREMENT ITEMS	Financing (%)			Type	Prequali- fication	Estimated da publication AEA
	IDB	Others	Local			Semester/Y
<u>studies</u> ORTH COAST LAND USE PLANNING AND CARRYING CAPACITY (Consulting Firm) to determine the carrying capacity and are a comprehensive plan for the sustainable of a portion of Trinidad's North Coast. 1, US\$432.000.- (approx. 48 person/months 5,000 month + travel and overhead)	70%		30%	ICB	YES	Second Semes 1995
AGO REEF MANAGEMENT (Consulting Firm) to advance the preparatory and regulatory measures for the rational administration of natural resources and critical environmental issues. 1, US\$350.000.- (approx. 50 person/months 5,000 month + travel and overhead)		100% CANTAP		Limited procurement (Canadian tied)	YES	

MAIN PROJECT PROCUREMENT ITEMS	Financing (%)			Type	Prequali- fication	Estimated da publication AEA
	IDB	Others	Local			Semester/Y
LONG TERM MARKET STUDIES Long term market studies (consulting firm) 1, US\$250.000.- (approx. 24 person/months 5,000 month + travel and overhead)	100%			ICB	YES	Second Semes 1995
CULTURAL THEME PARK FEASIBILITY STUDY Study to establish feasibility and market demand for theme parks related to cultural events tourism market. (consulting firm) 1, US\$250.000.- (approx. 24 person/months 5,000 month + travel and overhead)	100%			ICB	YES	Second Semes 1995
Small Scale Works RACAS BEACH SMALL WORKS Rehabilitation and protection of 101 has. of a suitable beach area. 1, US\$700.000.-	88%		12%	National public bidding procedures	NO	

MAIN PROJECT PROCUREMENT ITEMS	Financing (%)			Type	Prequali- fication	Estimated da publication AEA
	IDB	Others	Local			Semester/Y
T KING GEORGE l scale historical restoration, improvement gnage and interpretation (2 contracts) historical design/restoration and beau- tion. small-scale signage and audio-visual inter- tion. , US\$226.000.-	100%			National public bidding procedures	NO	

MAIN PROJECT PROCUREMENT ITEMS	Financing (%)			Type	Prequali- fication	Estimated da publication AEA
	IDB	Others	Local			Semester/Y
<u>DCO INSTITUTIONAL STRENGTHENING</u> 14 individual consultants 1/ 1, US\$860.000. (14 individual consultants)	92.5%		7.5%	National bidding procedures	NO	
<u>Equipment COMPRESSION CHAMBER</u> provide safety for diving market. 1, US\$135.000.-	100%			Private International Bidding (Specialized equipment)		

Project Manager= 24 months @ \$5,000 month + travel, overhead and installation cost (US\$180,000)
Market Specialist= 24 months @ \$4,000 month + travel, overhead and installation cost (US\$160,000)
Accountant= 24 months @ \$2,500 month + travel and benefits (US\$85,000); Lawyer= 8 months @ \$3,000
month + travel and benefits (US\$30,000); 2 Admin. Assistants= 48 months a \$1,000 month + benefits
(US\$65,000); Engineer/Env. Specialist= 6 months @ \$3,000 month + travel and benefits (US\$30,000)
5 Community Officers= 30 months @ \$2,000 month (US\$60,000); 2 Events Tourism Specialists
international = 24 months/person @ \$4,500 month + travel, benefits and installation costs; 1 local
@ \$2,500 month + benefits and travel costs (US\$140,000).

MAIN PROJECT PROCUREMENT ITEMS	Financing (%)			Type	Prequali- fication	Estimated da publication AEA
	IDB	Others	Local			Semester/Y
CO COMPUTER EQUIPMENT (hardware) 1, US\$222.000.-	50%		50%	National public bidding procedures (not restricted to national firms)		
CO COMPUTER EQUIPMENT (ware) 1, US\$246.000.-	100%			National public bidding procedures (not restricted to national firms)		

*) Amount limit for ICB. The amounts over which International Competitive Bidding are required for works and goods are US\$1.000.000 and US\$250.000 respectively.

DETAILED BUDGET (in US\$)

	IDB CONTRIBUTION	Local CONTRIBUTION	OTHER (CANTAP)	TOTAL
1. Consulting Firms				
Market Research	250,000	0	0	250,000
Port of Spain signage/landscaping	50,000	50,000	0	100,000
Tobago/Scarborough signage/landscaping	125,000	0	0	125,000
Fort King George (restoration/design)	226,000	0	0	226,000
Fort King George video prod.	62,000	0	0	62,000
Tobago Reef Management	0	0	350,000	350,000
Bloody Bay (feasibility/design/phase 1)	0	60,000	0	60,000
North Coast Land Use Planning	300,000	132,000	0	432,000
Cultural Theme Park feas. study	250,000	0	0	250,000
SUBTOTAL	1,263,000	242,000	350,000	1,855,000
2. Individual Consultants				
2.1 Remunerations				
TIDCO (institutional strength.)	800,000	60,000	0	860,000
TIDCO (training computers)	120,000	0	0	120,000
Gilpin trail signage/enhancement	22,000	0	0	22,000
(Training Front Line)	40,000	0	0	40,000
THA training of 4 div.	40,000	0	0	40,000
ATLA (travel agencies licensing)	50,000	0	0	50,000
THA institutional strength.	40,000	80,000	0	120,000
Waste water treatment standards	30,000	10,000	0	40,000
THA/TIDCO sensitization training	5,000	0	0	5,000
THA/TIDCO opinion survey and evaluation	5,000	0	0	5,000
THA diving equipment maintenance	10,000	0	0	10,000
Environmental standards/training	25,000	5,000	0	30,000
Airport beautification	25,000	0	0	25,000
Awareness/training for schools	15,000	10,000	0	25,000
Cost Recovery/revenue generation	40,000	0	0	40,000
Environmental Impact assessment	0	60,000	0	60,000
Tobago conservation workshop	20,000	5,000	0	25,000
Corporate marketing strategy	10,000	0	0	10,000
SUBTOTAL	1,297,000	230,000	0	1,527,000

3. Scholarships and Fellowships TIDCO/THA	30,000	0	0	30,000
SUBTOTAL	30,000	0	0	30,000
6.1 Local Administrative support	0	1,150,000	0	1,150,000
SUBTOTAL	0	1,150,000	0	1,150,000
6.3 Equipment				
TIDCO hardware	112,000	110,000	0	222,000
THA hardware	32,000	0	0	32,000
TIDCO communications	89,000	0	0	89,000
Awareness video/multimedia	35,000	5,000	0	40,000
Decompression chamber inc. training	135,000	0	0	135,000
Gilpen Trail comm. system	3,000	0	0	3,000
Airport (video & furnishing)	50,000	0	0	50,000
SUBTOTAL	456,000	115,000	0	571,000
6.5 Data processing TIDCO (software)	246,000	0	0	246,000
THA software	3,700	0	0	3,700
SUBTOTAL	249,700	0	0	249,700
7. Publications Awareness material	60,000	0	0	60,000
Gilpin Nature Trail	6,000	0	0	6,000
SUBTOTAL	66,000	0	0	66,000
97. Special Programs Community facility	70,000	0	0	70,000
Maracas Beach embellishment/const.	700,000	84,000	0	784,000
Gilpin Trail kiosk/headtrail	10,000	0	0	10,000
Bloody bay (wilderness camping)	30,000	0	0	30,000
SUBTOTAL	810,000	84,000	0	894,000
98. Contingencies (12%)	496,834	0	0	496,834
T O T A L	4,668,534	1,821,000	350,000	6,839,534
Inspection Fee (1%)	46,685	0	0	46,685
Credit fee (.75%)	51,354	0	0	51,354
Financial expenses	233,427	0	0	233,427
G R A N D T O T A L % Contribution	5,000,000 69.7%	1,821,000 25.4%	350,000 4.9%	7,171,000 100.0%

PROPOSED RESOLUTION

TRINIDAD AND TOBAGO. REIMBURSABLE TECHNICAL COOPERATION
FOR A SHORT-TERM SUPPORT PROGRAM FOR TOURISM DEVELOPMENT

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to enter into such agreements as may be necessary and take such additional measures as may be pertinent for the execution of the plan of operations referred to in Document ____ with respect to a technical cooperation with the Government of Trinidad and Tobago for a Short-Term Support Program for Tourism Development.

2. That up to the sum of US\$5,000,000, or its equivalent in other currencies, except that of Trinidad and Tobago, is authorized for the purposes of this resolution, chargeable to the Ordinary Capital resources of the Bank.

3. That the above-mentioned sum is to be provided on a reimbursable basis, in accordance with the Special Contractual Conditions and the Financial Terms and Conditions set forth in the Executive Summary of Document _____.