MINISTRY OF TOURISM, CULTURE AND THE ARTS

Community-Based Tourism Sub-Policy of Trinidad and Tobago

WORKING DRAFT

September 6, 2023

"Community- based tourism is a powerful force for sustainable development, where travellers become catalyst for positive social, cultural and environmental impacts."

Randy Durband, CEO of Global Sustainable Tourism Council

"At the heart of community based-tourism is the belief that travel should enrich the lives of both locals and visitors, leaving footprints of kindness and respect."

Jeff Greenwald, Founder of Ethical Traveller.

Contents

LIST OF ABBREVIATIONS

ACS	Association of Caribbean States
AIP	Agricultural Incentives Programme
BAP	Business Accelerator Programme
C.A.R.E	Community Action for Revival and Empowerment
CANARI	Caribbean Natural Resources Institute
CBOs	Community-Based Organisations
CBT	Community-Based Tourism
CBTI	Community Based Tourism Institute
CCPF	Compete Caribbean Partnership Facility
CCTN	Caribbean Community Tourism Network
CCTVs	Closed-circuit televisions
CDEMA	Caribbean Disaster Emergency Management Agency
COSTAATT	College of Science, Technology and Applied Arts of Trinidad and Tobago
COVID-19	Coronavirus Disease of 2019
CRC	Community Recovery Committee
CSOs	Civil Society Organisations
CTDA	Castara Tourism Development Association
CTO	Caribbean Tourism Organization
DASTA	Designated Areas for Sustainable Tourism Administration
DoTCAT	Division of Tourism, Culture, Antiquities and Transportation
EDF	European Development Fund
EMA	Environmental Management Authority
FACRP	Fondes Amandes Community Reforestation Project
GEF	Global Environment Facility
GoRTT	Government of the Republic of Trinidad and Tobago
GSTC	Global Sustainable Tourism Council
HSE	Health, Safety and Environment

HST	Healthier Safer Tourism
ICT	Information and Communication Technology
ID	Immigration Division
IP	Intellectual Property
IPO	Intellectual Property Office
JAOTT	Junior Achievement of Trinidad and Tobago
LSD	Lifeguard Services Division
M&E	Monitoring and Evaluation
MALF	Ministry of Agriculture, Land and Fisheries
MCSCD	Municipal Committee for Sustainable Community Development
MDT	Ministry of Digital Transformation
MFCA	Ministry of Foreign and CARICOM Affairs
MHUD	Ministry of Housing and Urban Development
MNS	Ministry of National Security
MOH	Ministry of Health
MOL	Ministry of Labour
MOWT	Ministry of Works and Transport
MPD	Ministry of Planning and Development
MPU	Ministry of Public Utilities
MRDLG	Ministry of Rural Development and Local Government
MSCD	Ministry of Sport and Community Development
MSMEs	Micro, Small and Medium Enterprises
MTCA	Ministry of Tourism, Culture and the Arts
MYDNS	Ministry of Youth Development and National Service
NATT	National Archives of Trinidad and Tobago
NCSCD	National Committee for Sustainable Community Development
NEDCO	National Entrepreneurship Development Company Limited
NGO	Non-Governmental Organisation
NTP	National Tourism Policy

NTTT	National Trust of Trinidad and Tobago
ODPM	Office of Disaster Preparedness and Management
OPM	Office of the Prime Minister
REST	Responsible Ecological Social Tours
SDGs	Sustainable Development Goals
SMEs	Subject Matter Experts
SOS	Save Our Sea Turtles
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAC	Tourism Action Committee
TDA	Tourism Development Act
TDC	Tourism Development Company
THA	Tobago House of Assembly
THP	Tourism and Health Programme
THTI	Tobago Hospitality and Tourism Institute
TOPS	Tourism Oriented Policing Services
TRF	Thailand Research Fund
TT$	Trinidad and Tobago Dollar
TTAL	Tobago Tourism Agency Limited
TTBS	Trinidad and Tobago Bureau of Standards
TTDF	Trinidad and Tobago Defence Force
TTFS	Trinidad and Tobago Fire Service
TTL	Tourism Trinidad Limited
TTPS	Trinidad and Tobago Police Service
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
USC	University of the Southern Caribbean
UWI	The University of the West Indies
WTTC	World Travel and Tourism Council

DEFINITION OF TERMS

Adventure Tourism A form of nature-based tourism that incorporates an element of risk, higher levels of physical exertion and the need for specialised skill.

Agrotourism A form of tourism in which visits are made to a working-farm or any agricultural, horticultural or agribusiness operation for the purpose of enjoyment, education or active involvement in the activities of the farm or operation.

Co-Management A partnership in which government agencies, local communities, and resource users, non-governmental organisations and other stakeholders negotiate, as appropriate to each context, the authority and responsibility for the management of a specific area or set of resources.

Community An amalgamation of living things that share an environment and is delineated by acts of sharing, reciprocity and interaction. All persons that are part of the group share things in common.[1]

Community-Based Tourism A type of tourism that engages and empowers local residents in the development, management and ownership of tourism products and services in their communities. It emphasises the need to protect, preserve and promote the environment and the socio-cultural assets of the community.

Conservation The protection, maintenance and rehabilitation of native biota, their habitats and life-support systems to ensure ecosystem sustainability and biodiversity.

Cultural Heritage Tourism A form of tourism where visitors travel to experience the places, artefacts and activities that authentically represent the stories and people of the past and present. It also includes cultural, historical and natural resources.

Domestic Tourism Tourism involving residents of one country travelling within their own country.

Ecotourism Environmentally and socially responsible travel to relatively undisturbed or uncontaminated natural areas, that conserves the environment, sustains the livelihood and well-being of the local people and involves interpretation and education.

Educational Tourism Tourist activity undertaken by those [involved in] an overnight vacation and those who are undertaking an excursion for whom education and learning is a primary or secondary part of their trip. This can include adult study tours, international and domestic university and school students'

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[1] Beeton, S. (2006). *Communities and Tourism.* Community Development through Tourism. Landlinks Press.

travel including language schools, school excursions and exchange programmes.

Geotourism	A type of tourism that sustains or enhances the geographical character of a place, that is, its environment, heritage, aesthetics, culture and the well-being of its residents.
Health Tourism	Types of tourism which have as a primary motivation, the contribution to physical, mental and/or spiritual health through medical and wellness-based activities which increase the capacity of individuals to satisfy their own needs and function better as individuals in their environment and society.
Participation	The empowerment of people to mobilise their own capacities, be social actors rather than passive subjects, manage the resources, make decisions, and control the activities that affect their lives.
Partnership	An agreement to work together to fulfil an obligation or undertake a specific task by committing resources and sharing the risks as well as the benefits.
Responsible Tourism	All forms of tourism activity by both tourists and tourism suppliers that minimises negative social, cultural, economic and environmental impacts while generating greater economic benefits for local people and enhancing the well-being of host communities.
Sustainable Development	A pattern of resource use that aims to meet human needs (social, cultural and economic) while preserving the environment so that these needs can be met not only in the present, but also by future generations.
Sustainable Tourism	Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.
Tourism	All travel for whatever purpose that results in one or more nights being spent away from home and the sum of the associated services and activities (example, hotel accommodation, tours, shopping, and entertainment).
Tourist	A person who travels away from home, staying away for at least one night. A tourist travels for different purposes such as business, leisure, conference and incentive, sport or sun, sand and sea.

EXECUTIVE SUMMARY

The Community-Based Tourism Sub-policy provides a framework for the sustainable development and management of the Community-Based Tourism (CBT) niche. The framework is in alignment with the Government of the Republic of Trinidad and Tobago's (GoRTT) Policy Framework, the ***National Development Strategy 2016 – 2030 (Vision 2030)***, as well as, the guiding principles and policy statements articulated in the National Tourism Policy (2021-2030).

Community-Based Tourism is not new to Trinidad and Tobago as this tourism niche has been formally identified as a potential area for diversification of the tourism sector since 2005. However, the prevailing global and regional contexts, demand and supply factors, and national priorities and directives have all contributed to the amplification of the thrust towards the sustainable development of CBT.

On a national scale, a number of policies support the development of CBT and one of these is the National Tourism Policy (NTP) (2021 - 2030). The NTP recommends the development of a range of niches, including CBT, to maximise the economic impact of tourism on the national economy. In addition, it advocates for products and experiences that are authentic and innovative which exude the essence of the community. The NTP advocates for meaningful involvement of the community in the decision making process for the development of this niche and advances the view that the community should be the primary beneficiaries of any investment in the sector.

Another key policy that promotes the sustainable development of communities is the National Policy on Sustainable Community Development (NPSCD) (2019 - 2024). The NPSCD recommends CBT as an economic driver, in that local residents can get involved either independently, as entrepreneurs, example through the provision of accommodation to tourists, the creation of local craft items such as souvenirs, and as tour guide, or through projects under local authorities, such as, the development and maintenance of local sites and attractions. The policy makes strong recommendations for community strengthening and reformation, which will be supported through a number of strategic activities identified in the CBT Sub-policy.

Trinidad and Tobago undoubtedly has the ability to develop a strong presence and position in the region with a CBT niche that is economically, environmentally and socio-culturally sustainable. This can be realised through the adoption and application of good practices in sustainable Community-Based Tourism development observed in existing prosperous communities involved in tourism. This Sub-policy's vision is to be executed through five (5) thematic areas, namely: (i) governance, local community involvement and empowerment; (ii) natural and cultural heritage and sites; (iii) product development and marketing; (iv) infrastructure, health, safety and security; and (v) partnerships and investments.

The Sub-policy is structured as follows:

Section 1 provides an understanding of the Community-Based Tourism niche.

Section 2 discusses the global and regional trends in Community-Based Tourism.

Section 3 examines the potential for Community-Based Tourism.

Section 4 reveals the key success factors for a sustainable Community-Based Tourism niche.

Section 5 identifies the Community-Based Tourism Policy Framework which includes the policy statement, vision, guiding principles, goal, objectives and strategic actions.

Section 6 focuses on the Institutional and Regulatory Framework.

Section 7 addresses the proposed implementation of the Community-Based Tourism Sub-policy.

Section 8 outlines the monitoring and evaluation element of the Community-Based Tourism Sub-policy.

1. INTRODUCTION

In 2005, the Government of the Republic of Trinidad and Tobago (GoRTT) commissioned a study on the Impact of Travel and Tourism on Jobs and the Economy.[2] The study conducted by the World Travel and Tourism Council (WTTC) recommended greater product development diversification with linkages to agriculture, manufacturing, and the rich and diverse natural and cultural heritage. The WTTC identified the **engagement of local communities**, an **increase in tourism awareness**, and the **provision of start-up support and technical assistance to local entrepreneurs** as critical success factors for the sector. Additionally, the study highlighted **the creation of strategic partnerships with the community**, private sector, non-governmental organisations, and government agencies as key factors that will contribute to the sustainability of local initiatives.

In 2014, the annual World Tourism Day celebrations featured as its theme – *Tourism and Community Development*, with its main focus being the ability of tourism to empower people and provide them with the skills to achieve change within their local community. The then United Nations (UN) Secretary-General, Ban Ki-Moon in his message commemorating the observance stated that:

> "*Tourism helps people to develop a variety of skills. As a service sector with cross-cutting impact on agriculture, construction or handicrafts, tourism creates millions of jobs and business opportunities. Its capacity to lift people from poverty, promote gender empowerment and help protect the environment has made it a vital tool for achieving positive change in communities across the world.*"

Three years later, the United Nations General Assembly recognised that sustainability is an important element of modern tourism development practices and declared 2017 the International Year of Sustainable Tourism for Development. Notably, one of the core principles of CBT is sustainability, which includes the preservation of the community's culture, heritage, and environment.

In 2019, the CTO and its partner organisation - Compete Caribbean Partnership Facility (CCPF), under its *Innovation for Tourism Expansion and Diversification* project, released a Community-Based Tourism Toolkit.[3] This signalled the CTO's commitment to the development of CBT among its member states. Consequently, in July 2021, the Caribbean Tourism Organization (CTO) launched the Caribbean Community Tourism Network (CCTN). This initiative was borne from the recognition that there was a need for a platform to support the continued development of CBT in the Caribbean. Through the Network, CTO member countries and interested tourism development partners can exchange best practices and identify capacity building needs, challenges, and opportunities for CBT development.[4]

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[2] World Travel and Tourism Council (2005). Retrieved on February 17, 2023 from
https://www.readkong.com/page/trinidad-and-tobago-caribbean-tourism-organization-8630055

[3] Compete Caribbean (November 1, 2019). Community-Based Tourism Toolkit.
https://www.competecaribbean.org/community-based-tourism-toolkit/

[4] Caribbean Tourism Organization (CTO) Press Release: CTO Launches Caribbean Community Tourism Network.
https://www.onecaribbean.org/cto-launches-caribbean-community-tourism-network/

The aforementioned advances, along with policy direction in recent years on a national scale have confirmed the GoRTT's recognition that CBT is one of the channels through which employment, revenue creation, and inter-sectoral collaborations can be realised.

1.2 The Policy Development Process

This Sub-policy was developed from both primary and secondary research sources and entailed the following steps:

i. *Document Review* – Documents that were previously prepared by the Ministry of Tourism, Culture and the Arts (MTCA) and the former Ministry of Tourism to address the need for the development of Community-Based Tourism were reviewed.

ii. *Desktop Research* - Community-Based Tourism best practices in other countries, existing Community-Based Tourism policies, and literature on the subject were examined. Particular attention was also paid to national community development policies.

iii. *Internal Review* – Staff at the Ministry reviewed the draft Sub-policy and provided comments for consideration.

iv. *Key Stakeholder Feedback* – Stakeholders including subject matter experts (SMEs), private sector, public sector and community based organisations provided feedback.

v. *Stakeholder Consultations* - During the months of September and October 2017 (in Trinidad) and March 2018 (in Tobago), the former Ministry of Tourism hosted stakeholder consultations at five (5) locations across both islands.

vi. *Alignment with recent overarching and linked policies* - In the first quarter of 2022, the draft Sub-policy was amended to ensure alignment with policies that were developed after 2018. These included the National Policy on Sustainable Community Development (NPSCD) (2019 - 2024) and the National Tourism Policy (NTP) (2021-2030). In addition, community and tourism recovery policy documents that addressed the recovery of communities post COVID-19 pandemic were also examined to ensure that this version of the policy was aligned with these national documents. A list of policy documents relevant to this Sub-policy is located at **Appendix I.**

1.3 Community-Based Tourism Defined

Community-Based Tourism (CBT) is closely associated with responsible tourism and sustainable tourism.[5] In examining the definitions and concepts proposed by researchers such as Ashley,[6] Murphy,[7] and Tolkach and King,[8] as well as organisations such as the Responsible Ecological Social Tours (REST) Project,[9] the Association of Southeast Asian Nations,[10] and the Caribbean Tourism Organization (CTO)[11] , key terms and concepts were emphasised, including the following:

- community involvement or participation;

- education and capacity building;

- co-management;

- environment;

- social and cultural conservation;

- sustainability;

- equity; and

- empowerment.

Other definitions highlighted the maximisation and transferral of local benefits to the community, and the protection and preservation of the environmental, historical, and socio-cultural assets of a community.

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[5] Caribbean Tourism Organization (2006). *Competing with the Best: Good Practices in Tourism Awareness Programmes – Raising the Tourism Sector's Profile and Status in Caribbean Countries.*

[6] Ashley, C. (n.d.). *Community Tourism in Southern Harare,* (ART: National Resource Management Programme of Southern Africa Development Community, n.d.), quoted in *Community Development through Tourism*. Landlinks Press, 2006.

[7] Murphy P. E., (1980). Special Issue Tourism Management in Host Communities. *The Canadian Geographer/Le Géographe Canadien* 24, no. doi:10.1111/j.1541-0064.1980.tb00968.x.

[8] Tolkach, D. and King, B (2015). Strengthening Community-Based Tourism in a new resource-based island nation: Why and how? *Tourism Management* 48. doi:10.1016/j.tourman.2014.12.013.

[9] Suansri,P. (2003) *Community Based Tourism Handbook*, PDF, Thailand: Responsible Ecological Social Tour (REST) Project.

[10] ASEAN Secretariat, (2016). *ASEAN Community Based Tourism Standard*, PDF, Jakarta: Association of Southeast Asian Nations (ASEAN).

[11] Compete Caribbean Partnership Facility and Caribbean Tourism Organization. (2019). Community-Based Tourism Enterprise Handbook- How to Start, Operate and Promote a CBT Business in the Caribbean. Prepared by Small Planet Consulting Inc. Compete Caribbean Partnership Facility. https://drive.google.com/file/d/1Ww97_LW6rfsYgBNU0OvTtNyzRjKYPtTW/view

Based on the aforementioned, this Sub-policy will ascribe to the definition of Community-Based Tourism (CBT) as:

> *"A type of tourism that engages and empowers local residents in the development, management, and ownership of tourism products and services in their communities. It emphasises the need to protect, preserve and promote the environment, and the socio-cultural assets of the community."*

1.4 Community-Based Tourism Products and Services

The products and services that are offered to the visitor should be authentic and originate within the community. Whilst products are tangible and can easily be viewed and selected by the visitor, services tend to impact the visitor at a personal level and the interaction between the vendor and the visitor will therefore influence the visitor's perception and level of satisfaction with the offerings of the community. Service level quality is therefore a critical component in the transactions between community stakeholders and visitors.

Research has shown that the "new tourist" has a tendency towards travel that allows him or her to make a positive impact on the environment.[12] Visitors are seeking more individualised products, and deeper, more meaningful, memorable experiences within the destination.[13] Activities that encourage visitors to be 'immersed in' or to 'interact directly' with the tourism product or service, such as living or spending time with families and in the homes of the local people, participating in their daily activities, and eating local food are high on their agenda. Thus, experiences with the local customs, history, and culture are aspects of tourism that are significant for this type of traveller. The natural environment, which is a key characteristic of the community tourism product of many developing nations, also serves to draw these visitors. The UNWTO noted that after the COVID-19 pandemic, tourists were increasingly seeking new experiences in natural and rural areas, away from congested settings.[14]

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[12] Stephen Page and Joanne Connell, *Tourism: A Modern Synthesis*, 4th ed. (Andover: Cengage Learning EMEA, 2014).

[13] Ibid

[14] UNWTO Global Rural Tourism Startup Competition. Press Release, 2021. Accessed February 20, 2022. https://www.unwto.org/unwto-global-rural-tourism-startup-competition

2. GLOBAL AND REGIONAL TRENDS AND PRACTICES IN COMMUNITY-BASED TOURISM (CBT)

Good Practice CBT Destinations

According to the Association of Caribbean States (ACS),[15] a regional organisation that supports community tourism initiatives and the development of tourism-related MSMEs, Ecuador has approximately one hundred (100) community experiences that allow guests to be involved in community-based activities. These communities provide accommodation, excursions, meals, and education centres that are designed to host their guests and provide an intimate experience within the area.

Similarly, the CTO recognises Thailand as a leader in this form of tourism. [16] Thailand established the Community Based Tourism Institute (CBTI) in August 2007, which is an organisation that unites the grass-roots community development experience of the Responsible Ecological Social Tours Project (REST) with the community-based research skills of the Thailand Research Fund (TRF). CBTI provides support from 'product development to the market' to a Thai CBT Network. In that country, many local organisations are engaged in CBT management and the Thai government allocates investment funds for tourism improvement.[17]

Regionally, Jamaica is recognised for its initiatives and efforts to promote community tourism. The community tourism network "Country Style" and the programme "Unique Jamaica" have been established to promote Community Tourism and offer tourists a diverse community experience during their visit.[18] In fact, tourists planning to visit the destination can easily peruse, book and pay for Community Tourism experiences on the country's official destination website. [19] Furthermore, in 2020, the Minister of Tourism disclosed a plan to establish a special Community Tourism Unit within the Ministry within five years. The unit would be responsible for working with communities to expand the participation of locals in tourism and ensure the provision of authentic experiences to visitors. These initiatives signal the country's thrust towards developing and promoting this tourism niche to potential visitors.[20]

In June 2022, signalling its continued commitment to CBT, the UNWTO in collaboration with the Republic of Maldives' Ministry of Tourism, hosted a Global Summit on Community-Based Tourism (CBT) which focussed on good practices using inclusive CBT, destination resilience, mainstreaming inclusive policies

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[15] Association of Caribbean States: News Release - Community Based Tourism AGC/024/2015 (2015)

[16] *Competing with the Best: Good Practices in Community-Based Tourism in the Caribbean*, PDF, Barbados: Caribbean Tourism Organization, 2006.

[17] Potjana Suansri, *Community Based Tourism Handbook*, PDF, Thailand: Responsible Ecological Social Tour (REST) Project, 2003.

[18] Association of Caribbean States: News Release - Community Based Tourism AGC/024/2015 (2015)

[19] Jamaica Official Destination Website- Things to Do. Retrieved on February 20, 2022 from https://www.visitjamaica.com/things-to-do/experiences/ and https://www.visitjamaica.com/more-to-jamaica/

[20] Jamaica Information Service. Tourism Ministry to Establish Community Tourism Unit. Retrieved on August 20, 2022 from https://jis.gov.jm/tourism-ministry-to-establish-community-tourism-unit/

and practices, and sustainable tourism business model development. These thematic areas were considered vital given the challenges facing the sector over the past few years. Inclusive community engagement in local tourism and methods to improve livelihoods of local residents through sustainable tourism development were highlighted."[21]

Within the last five years, the CTO has also increased its focus on developing the capacity of its member states to foster CBT experiences. This has been evident in its partnership with organisations such as Compete Caribbean Partnership Facility (CCPF) under the *Innovation for Tourism Expansion and Diversification* project. The CCPF's core objective is to enable more Micro, Small and Medium Enterprises (MSMEs) to generate increased revenue from tourism. Generally, tourism businesses in communities fall within this category. As part of the project, a toolkit was commissioned, comprising five (5) tools: a tourism assets inventory, a CBT diagnostic tool, a CBT Enterprise Handbook, the Euromonitor's Consumer Research conducted in the American Market, and CBT profiles. Member states have been able to access these tools to inventory their CBT assets, assess their readiness for CBT, build business capacity in communities, develop and promote their products and meet consumer demands.

In addition, the United Nations Development Programme (UNDP) under its UNDP Future Tourism Project, together with the CTO as part of its goal to support the recovery of MSMEs, collaborated to develop a tool to enhance the knowledge of tourism-based MSMEs in the sphere of CBT. This is currently being achieved through the conversion of the CBT Enterprise Handbook (mentioned previously) into a self-paced, and user-friendly online programme. The initiative will build capacity amongst tourism stakeholders as they will be provided with "up-to-date and innovative training to support their CBT development efforts, improve their business skills and productivity."[22]

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[21] UNWTO, Concept Note: UNWTO Global Summit on Community-based Tourism 15-16 June 2022

[22] Caribbean Tourism Organization, (2022). Community-Based Tourism is an opportunity for MSMEs to become beneficiaries and guardians of well-developed strategies says UND and CTO" UNDP: Barbados and the Eastern Caribbean. Accessed on February 17, 2023 from https://www.onecaribbean.org/community-based-tourism-is-an-opportunity-for-msmes-to-become-beneficiaries-and-guardians-of-well-developed-strategies-say-undp-and-cto/

3. COMMUNITY-BASED TOURISM IN TRINIDAD AND TOBAGO

3.1 Community-Based Tourism (CBT) - Current Practices

Trinidad and Tobago has a unique selling proposition that makes it attractive to CBT travellers. The country is endowed with a rich cultural and natural heritage which can form the basis of a wide range of CBT experiences facilitated by locals. In addition, the proximity of the various communities within the destination allows visitors to have multiple, diverse experiences without undue travel.

At present, there are some communities and villages that are engaged in CBT in a structured manner and have been able to operate successfully over the years. Some of these communities include the Brasso Seco Paria community, the village of Matura, the Fondes Amandes community in St Ann's, the village of Lopinot, the Courland Bay community, and the village of Castara.

Brasso Seco Paria

The Brasso Seco Paria community situated in northern Trinidad is using CBT as a strategy for economic development through employment and revenue generation. The Brasso Seco Paria Tourism Action Committee (TAC), which has been in operation since 1997, was instrumental in the creation of eco-based products and services and has established linkages with farming and agriculture. Tourists can participate in hiking, agro-tourism tours, special events (such as festivals) and bird watching activities. There are opportunities to purchase locally made cocoa and coffee products, pastelles, condiments and other culinary items. In 2022, statistics obtained from the TAC indicated that at least twenty-five percent (25%) of its residents were employed as local tour guides, visitor facility staff, or involved in a local reforestation programme. [23] A study conducted by the Caribbean Natural Resources Institute (CANARI) in 2019, revealed an increase to 40%. The study reiterates that the Brasso Seco Paria TAC provides employment for residents of Brasso Seco, Paria, Morne Lacroix and Blanchieusse.

The opportunities provided by CBT have led the community to become more environmentally conscious. The Brasso Seco Paria TAC has emphasised the importance of water conservation, avoidance of water, soil and air pollution, ensuring minimal waste production and pursuing biodiversity conservation. They have also cited social benefits, as opportunities are provided to the marginalised groups in the community. Decent work is made available and there are opportunities for skills development through training and capacity building. [24]

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[23] Brasso Seco Paria Tourism Action Committee. "Request for Information on Current Status of Community-Based Tourism." E-mail to Ministry of Tourism, Tourism Advisory Unit. July 15, 2023.

[24] Brasso Seco Paria Tourism Action Committee: A local green-blue enterprise in Trinidad and Tobago 2019. Published by Caribbean Natural Resources Institute. 2019. https://canari.org/wp-content/uploads/2019/07/Brasso-Seco-Paria-TAC-case-study.pdf

Matura

Nature Seekers is a community group located in Matura in eastern Trinidad which has been operational since 1990. The group engages in conservation projects and the protection of the country's natural resources with a focus on sea turtle conservation. The community is involved in the decision-making process that impacts its conservation efforts and in charting its path forward.

In 2012, Nature Seekers became one of Matura's largest employers with over fifty (50) persons across its core programmes, including eco-tours (such as turtle watching, hiking, nature walks and kayaking), management of the Salybia Recreation and Water Sports Centre and its Recycled Glass Craft Programme. In addition to its core product, which is the provision of turtle-watching tours, meeting and conference room facilities are available for rent on the office's compound, while meals and refreshments are sourced from caterers within the area or can be provided by Nature Seekers. Moreover, craft items made from recycled glass and natural local items are produced in the community for sale to visitors.[25] Ongoing efforts are being made to diversify their tourism offering to reduce the effects of seasonality and build resilience.

Fondes Amandes - St Ann's

The Fondes Amandes Community Reforestation Project (FACRP) is an NGO founded in 1982 to address environmental degradation which was caused by forest fires within the St. Ann's watershed. In 1997, FACRP began to develop its eco-tourism enterprise, providing services in educational tourism, leisure tours, exchange students initiatives, retreats, volunteer tourism and workshops to provide employment for community members, as well as, using profits to assist FACRP with its management cost.

FACRP's mission is to become a beacon of sustainable community forestry through knowledge transfers and strategic partnerships.[26] FACRP has recruited a total of 376 employees and over 500 volunteers over the years. According to a report prepared by CANARI in 2019, revenue continues to be generated by offering tours, leisure tourism activities, workshops, venue rental, catering services, culture nights featuring drumming, Ital food offerings and other elements of the Rastafarian culture, and beauty products made from natural materials grown in Fondes Amandes. FACRP has been recognised regionally as a model of sustainable community forestry and nationally for its thrust towards community development and Community-Based Tourism.[27]

Lopinot Village

The village of Lopinot is recognised for offering CBT experiences. Two organisations that have been instrumental in the development of this niche are (i) Mariposa Enterprises and (ii) Lopinot Tourism

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[25] "About Nature Seekers," Nature Seekers, accessed July 31, 2017, http://www.natureseekers.org/about/.

[26] Fondes Amandes Community Reforestation Project (2023). *About Us.* Fondes Amandes Community Reforestation. Project Official Website. Retrieved on February 17, 2023 from https://facrp1.webs.com/about-us

[27] Fondes Amandes Community Reforestation Project: A local green-blue enterprise in Trinidad and Tobago 2019. Retrieved on February 17, 2023 from https://canari.org/fondes-amandes-community-reforestation-project-a-local-green-blue-enterprise-in-trinidad-and-tobago-2019/

Association. Mariposa Enterprises, a family run business that was founded in 2001, has evolved from a small coffee shop into a multi-dimensional agrotourism experience. Visitors experience the World Cocoa Trail, herb garden, catch and release fishing, cocoa-inspired menus and "Tree to Bar" 70% dark chocolate. In addition, events have been created such as the "Celebrating Cocoa Innovation – A Tasting Event" in which local food and beverages are prepared using beans and produce purchased from Lopinot farmers. Other activities include leisure walks around the valley and guided hiking/birding tours.[28]

The Lopinot Tourism Association, launched in 2014, facilitates economic opportunities for community members through initiatives related to the village's cultural heritage, eco-tourism, agro-products, eco-jewellery, and fashion. The Association hosts artisanal markets where villagers sell products such as chocolate, cocoa wine, and jam that has been made from local plants such as sorrel. Also available are crafts created from woodwork, paintings, and various beauty products. The items are made by individuals from the Lopinot community and neighbouring villages and are displayed and sold on every booked tour. Moreover, the tours are designed to educate visitors and support livelihoods. The Association also operates the Lopinot Chocolate Company which produces, markets, and sells quality local chocolates. Furthermore, it works to protect, conserve and monitor the natural environment.[29]

Community-based tourism at Lopinot is also closely linked to cultural and heritage beliefs and practices. Lopinot's traditions have been infused in visitor experience. The village promotes its cultural resources through the harvest festivals such Cruz de Mayo Festival and the Cocoa Panyol Festival. These festivals highlight the village cuisine, music and culture. Additionally, its cultural resources include historical sites such as the Count de Lopinot Great House and Museum, as well as, the Lopinot Caves.

Courland Bay

In Tobago, the Save Our Sea Turtles (SOS) community-based organisation located in Courland Bay was founded in 2000. It is committed to conserving Tobago's sea turtles and their coastal and marine habitat through research, education, and ecotourism. The community provides guide and patrol services and operates turtle friendly businesses which have contributed to sustainable economic growth. This has led to an environmentally conscious and empowered community. In collaboration with the local government, private sector, and schools, SOS has made efforts to raise awareness of turtle conservation issues locally and nationally. Another key activity of this organisation is monitoring and data collection on the three main leatherback nesting beaches on the Bay and key sites around the island and offshore. SOS partners with local tour guides and guest houses, along with international tour operators and volunteer placement organisations to increase the financial benefits of turtle conservation for the community, and to inform and educate the visitor on "turtle friendly" practices and policies.[30]

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[28] Mariposa Enterprises Submission for Caribbean Tourism Organisation Sustainable Tourism Awards 2017 Agro Tourism Award in Honor of the CTO to Year of Adventure dated May 26, 2017

[29] Lopinot Tourism Association Ltd. Cari-Bois Environmental News Network. Retrieved on February 17, 2023 from https://www.caribois.org/about/lopinot-tourism-association-ltd/

[30] "Save Our Sea Turtles - Home," Save Our Sea Turtles. Retrieved on August 15, 2017 from http://sos-tobago.org/.

Castara Village

The Castara Tourism Development Association (CTDA) envisions tourism as a catalyst for contributing to the preservation of the environment. Continuous efforts are made to maintain the cleanliness of the community through roadside and beach clean ups. Visitors are encouraged to participate in the activities allowing for mutual benefit to the locals and tourists. The local economic activities also have a symbiotic relationship with the tourism sector as villagers involved in small-scale farming of local crops, livestock rearing, and fishing, sell their produce to community accommodation providers and restaurants.[31] In addition, there are over one hundred and ten (110) locally owned and operated guest rooms in this area.[32] Visitors can engage in guided tours to the waterfall, experience the seaside village ambience and participate in fishing-related activities. Another key experience for visitors is bread baking in traditional dirt ovens, an activity carried out by residents of the local village.

3.2 Cluster Development Approach to Community-Based Tourism (CBT)

A tourism cluster is defined as a concentration of companies, institutions, authorities, support services, infrastructure, attractions, and resources, interconnected in tourism and related activities within a specific geographic space. The cluster is characterised by high-quality facilities and services, strategic linkages between productive chains, company exchanges and networks, and social cohesion and interdependence among the actors to maximise the destination's competitive advantage. It is usual for those participating in a cluster to display a symbiotic relationship of collaboration and cooperation, however, each organisation remains competitive to achieve individual benefits for all participants.[33] This configuration can be found in a few of the communities involved in tourism such as Castara in Tobago and Lopinot in Trinidad.

Community-Based Tourism entities that are part of a cluster can reap many benefits, which include access to diverse or larger markets, shared resources, improved coordination, and joint marketing. According to the Compete Caribbean Partnership Facility (CCPF), successful clusters have the following characteristics:

i.   members are in close proximity (to facilitate direct, face-to-face interactions which result in building trust and sharing knowledge);

ii.   there is a representative mix of firm sizes (micro, small, medium and large, local and international);

iii. linkages are established with academia and training organisations;

iv.   there is a shared, common vision and consensus of top priorities to facilitate growth;

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[31] Castara Tourism Development Association. (2021) *Application Rationale - UNWTO Best Tourism Villages Initiative*.

[32] Division of Tourism, Culture, Antiquities and Transportation, *Contribution to the Community Based Draft Tourism Policy*, PDF, May 29, 2017.

[33] Government of the Republic of Trinidad and Tobago. (2021). National Tourism Policy – Trinidad and Tobago. Ministry of Tourism, Culture and the Arts. Retrieved on February 17, 2023 from https://mtca.gov.tt/wp-content/uploads/2022/06/National-Tourism-Policy-Linked-Web.pdf

v. they commence with quick wins or low hanging fruits; and

vi. initiatives include the private sector and are supported or facilitated by business support organisations.

The Sub-policy recognises that there is a need to support the existing CBT clusters in the developmental process so that they can reap greater returns, as many of these have developed organically and require strengthening.

3.3   Issues and challenges in developing CBT

Some of the common issues and challenges encountered in the development of CBT are identified below:

i. poor access roads to and within the community;

ii. limited transportation services;

iii. insufficient collaboration with external tour operators;

iv. limited number of community-based certified tour guides;

v. negative environmental impacts such as littering by visitors, and exceeding carrying capacity on trails;

vi. lack of interest or involvement of community youths in CBT;

vii. lack of requisite skills to engage in entrepreneurial type activities;

viii. limited private sector support and involvement;

ix. absence of regulatory control on key aspects of tourism;

x. concern over safety and security due to acts of crime and violence;

xi. increased coastal erosion and rise in sea level;

xii. absence of ownership or right to manage community assets that can be used for tourism, such as heritage sites and attractions; and

xiii. lack of financial resources to support community tourism projects and initiatives.

A SWOT analysis for CBT is summarised at **Appendix II** of this Policy.

4. KEY SUCCESS FACTORS

The GoRTT acknowledges that the success of Community-Based Tourism (CBT) hinges primarily on the following core factors:[34]

  i.   Full and meaningful participation by locals in planning and developing tourism;

  ii.   Strong participation by women and youths in CBT;

  iii.   Supportive institutional structures and arrangements including collaboration amongst the relevant government entities with responsibility for the services, facilities, infrastructure et al, in the community;

  iv.   Economic linkages along the supply chain that allow for the procurement of items from within the community;

  v.   Access to targeted technical assistance, support, expertise and good practices available from local, international and regional specialised agencies;

  vi.   Equitable distribution of benefits;

  vii.   Access to and knowledge of funding opportunities or options that are available;

  viii. Community/private sector contractual partnerships;

  ix.   Capacity building for community-based groups;

  x.   Health and safety standards that are enforceable;

  xi.   Public education and awareness programmes;

  xii.   Easy and unhindered physical access to and within the community, giving consideration to resource use thresholds;

  xiii. Suitable, well-maintained infrastructure within the community;

  xiv.   High-quality, authentic products and services that are attractive to the visitor;

  xv.   Effective branding and marketing strategy;

  xvi.   Protection and preservation of the environment, culture and heritage of the community; and

  xvii. Development of a culture of strong community pride.

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[34] Adapted from "Good Practices in Community-Based Tourism in the Caribbean" by Caribbean Tourism Organisation; 2006

4.1 Key Considerations in developing Community-Based Tourism (CBT)

The GoRTT is cognisant that the community has the right to self-determination or autonomy in affairs that will have a direct impact on the livelihood of its residents. This right influences the mode of involvement and participation of the community in tourism development. It is essential that the community understands how any planned development will influence its circumstance, environment, resources, and well-being so that residents can make a fair assessment of its impact.

4.1.1 Community Involvement and Participation

Recognising that successful CBT requires meaningful input and participation, community groups and their representatives must be engaged from the conceptual and planning stages of any proposed CBT initiative. Communities should organise themselves into active, responsible, and representative bodies, such as Tourism Action Committees (TACs), to enable them to own, develop, implement, operate, and manage feasible CBT development projects. Conducting regular consultations, workshops, and fora to gather community input and address concerns is necessary. Where communities are less active in tourism development, supporting mechanisms should be employed to stimulate their interest and involvement in this niche. Communities are encouraged to partner with other established community tourism groups, government agencies, tourism operators, business support organisations, and NGOs, in the development and execution of their initiatives.

4.1.2 Capacity Building and Training

Community groups that are expected to assume leadership roles or be involved in planning, developing, executing, managing and monitoring tourism projects and similar initiatives must possess the essential skill, knowledge, and resources to do so effectively and efficiently. In many cases, these capabilities may not reside sufficiently in the communities and therefore, capacity building through training, education and mentoring is essential. Training programmes that target the development of core competencies essential to the hospitality and tourism industry and those that broaden the knowledge, skillset and business acumen of the communities must be accessible to community members. This may include training programs and workshops for community members focusing on hospitality management, tourism product development and marketing, customer service, and environmental awareness. Civil Society Organisations (CSOs) and private entities are encouraged to partner with communities in a manner that allows them to learn, acquire skills and build their capacity to manage and oversee CBT projects.[35] At present, the Ministry that is responsible for the development of communities provides capacity building and institutional strengthening

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[35] Narayan, D. (June, 1995). Designing Community-Based Development *Social Development Papers*, no. 7. Retrieved on March 20, 2017 from http://siteresources.worldbank.org/INTRANETSOCIALDEVELO PMENT/214578-1111660828964/20486383/sdp07.pdf.

for community-based organisations.[36] Community members are encouraged to showcase their skills and share their knowledge with the next generation to foster the growth and expansion of CBT in their region.

4.1.3 Role of Women

Women play a key role in tourism and they represent the majority of tourism workers.[37] Women must be supported and encouraged to participate in capacity building initiatives and the establishment of Micro, Small and Medium Enterprises (MSMEs) within the communities. Active women's groups affiliated with tourism are encouraged to sit on committees that guide the development of CBT within their community. Strategies must be developed and mechanisms put in place for women to share and exhibit their skills and talents through the promotion of authentic CBT experiences. The GoRTT, in collaboration with relevant stakeholders, will support the empowerment of women in communities.

4.1.4 Health, Safety and Security

The safety and security of local and foreign visitors is of paramount importance at any destination. Visitors must be advised on precautionary measures that should be adopted when exploring the country. Mechanisms are required to address antisocial behaviour as this can impact negatively upon the image and reputation of the destination. Adequate and appropriate signage, safety and security collateral, CCTVs and the presence of security personnel at sites and attractions can act as a deterrent to potential disruptive situations. The Ministry of Tourism, Culture and the Arts (MTCA) will continue its collaboration with the Ministry of National Security to design and implement programmes that increase the safety of visitors and residents at the destination. CBT groups are encouraged to support the implementation of community tourism policing initiatives.

In addressing tourism health and safety, the entities responsible for providing strategic direction to tourism nationally and regionally must collaborate to ensure visitor health and safety.[38] The Tourism and Health Programme (THP), a multifaceted programme that addresses health, safety and environmental sanitation threats to tourism is currently being executed by the Caribbean Public Health Agency (CARPHA).

Given that some of the sites and attractions may be prone to the effects of natural disasters, plans at both the national and regional levels need to be aligned, and systems implemented to respond quickly to the threats of these natural phenomenon. As it relates to climate change, the appropriate mitigation and

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[36] Government of the Republic of Trinidad and Tobago. (2019). *National Policy on Sustainable Community Development (2019 - 2024)*. Ministry of Community Development, Culture and the Arts (formerly). Retrieved on February 17, 2023 from:

https://mscd.gov.tt/wp-content/uploads/2020/03/NPSCD_Ministry-Policy-Book-FAW-March-10-compressed.pdf

[37] United Nations World Tourism Organization. (n.d.) Global Report on Women in Tourism (2nd Edition). https://www.e-unwto.org/doi/pdf/10.18111/9789284420384

[38] The entities include the Ministry of Tourism, Culture and the Arts, Tobago House of Assembly (THA) - Division of Tourism, Culture, Antiquities and Transportation (DoTCAT), Tourism Trinidad Limited (TTL), Tobago Tourism Agency Limited (TTAL), Ministry of Health (MOH), and Caribbean Public Health Agency (CARPHA).

adaptation strategies will need to be deployed to reduce the impact on the sector. The existing policies, programmes and strategies of national and regional organisations such as the Office of Disaster Preparedness and Management (ODPM) which is responsible for coordinating disaster preparedness and relief efforts nationally, and the Caribbean Disaster Emergency Management Agency (CDEMA) must be considered when establishing the community's response to disasters that impact the sector.

4.1.5 Infrastructure

Communities pursuing CBT will be expected to have accessible road networks, reliable public utilities, suitable waste disposal facilities and basic information and communications technology (ICT) systems in place. Collaboration is required with the relevant Municipal Corporations, the Ministry of Works and Transport (MOWT), the Ministry of Public Utilities (MPU) and the Ministry of Digital Transformation (MDT), along with all other agencies, for the installation or enhancement of infrastructure and to improve accessibility and mobility for residents, including persons with disabilities. In general, and especially when designing and constructing infrastructure that is eco-based, developers and contractors will be directed to comply with the requirements for mitigating environmental impact as outlined in the provisions for obtaining a Certificate of Environmental Clearance (CEC) and those specified in the Draft Ecotourism Sub-policy, as well as, all other applicable sustainable resource use policies. Infrastructure, particularly those to be installed in coastal areas, must be designed with climate change adaptation in mind to support sustainability.

4.1.6 Micro, Small and Medium Enterprises

Local community-based entrepreneurs providing CBT experiences are predominantly MSMEs. These businesses usually require support for initial start-up and future sustainability. Programmes that facilitate knowledge growth and skill advancement will aid MSMEs to become competitive. These include the Business Accelerator Programme (BAP) which provides business advisory, training, mentorship, loan funding, and entrepreneurial development services to facilitate entrepreneurial success. The programme is administered by the National Entrepreneurship Development Company Limited (NEDCO) under the Ministry of Youth Development and National Service (MYDNS). CANARI is also collaborating with MSMEs, with a focus on strengthening Local Green Blue Enterprises (LGEs) located in rural communities. The organisation has provided support for rural community entrepreneurs to facilitate economic, environmental and social co-benefits. Under its Rural Livelihoods programme, tools have been prepared to help the communities identify feasible enterprises and transform these into viable businesses that use natural resources sustainably.[39] The MTCA will collaborate with the aforementioned organisations and community tourism enterprise stakeholders to encourage and support participation in these and similar programmes.

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[39] Local green micro-enterprises driving transformation to inclusive and resilient green economies in the Caribbean. Caribbean Natural Resources Institute Official Website. https://canari.org/news/local-green-micro-enterprises-driving-transforming-to-inclusive-and-resilient-green-economies-in-the-caribbean/

4.1.7 Investment and Financial Resources

The GoRTT seeks to attract investment through the provision of incentives and allowances as stipulated in the Tourism Development Act (TDA), 2000. **Appendix III** of this Sub-policy provides an excerpt of the aforementioned Act and identifies some of the incentives offered. Incentives are also offered by other Government organisations, such as the Ministry of Trade and Industry. Their Investment Compendium of Incentives highlights the incentives available under the aforementioned TDA as well as for the Creative and Agricultural sectors which can operate in tandem with CBT. The Ministry of Agriculture, Land and Fisheries' Agricultural Incentives Programme (AIP) is an additional incentive programme available. Excerpts of the available incentives are included at **Appendix IV**.

In respect of financial resources, there are several sources for grant funding and micro financing from private and public sector agencies. The latter includes ministries such as the Ministry of Planning and Development – The Green Fund; the Ministry of Sport and Community Development – Community Action for Revival and Empowerment (C.A.R.E.) Programme; and the National Entrepreneurship Development Company Limited (NEDCO) under the Ministry of Youth Development and National Service; In Tobago, the Division of Community Development, Youth Development and Sport, through its Business Development Unit provides seed funding in the form of grants and loans. Local, regional and international donor funding from organisations that support sustainable tourism initiatives is also a viable means of procuring financial support and assistance. These include international agencies such as the United Nations Development Fund Programme - Global Environment Facility (GEF) Small Grants Programme (SGP) and the European Union (EU) - European Development Fund (EDF).

4.1.8 Legislative Environment

The MTCA is aware that Community-Based Tourism will operate within an environment that is governed by laws and legislation. A plethora of acts, laws and legislation which emanate from various ministries and agencies of the Government will impact the management and development of community resources for tourism purposes. These include legislation such as the National Heritage Trust Act, the Environmental Management Act, the Planning and Facilitation of Development Act, the Environmentally Sensitive Area Rules and the Environmentally Sensitive Species Rules. In addition, Trinidad and Tobago is also a signatory to several international agreements which will also need to be taken into consideration in the development of the CBT. Refer **Appendix I**: Policies, Legislation, Agreements & Standards.

4.1.9 Other Considerations

(i) Culture and Heritage

The preservation and management of cultural heritage, oral traditions and social practices, including local knowledge and customs, should be passed on to the youths in the community.[40] This transference of knowledge and practices may be done via formal or informal methods, but these elements should remain as part of the CBT experience. Business acumen can be instilled in the youth through programmes that

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[40] Suansri, P. (2003). *Community-Based Tourism Handbook*, PDF, Thailand: Responsible Ecological Social Tour (REST) Project.

target students in rural districts. Engagement may be through co-operative business projects and high impact youth accelerator programmes.

(ii) Climate Change

Where concerns exist about the impact of climate change on communities and their product offering, this Sub-policy will refer to the provisions made within the Draft Ecotourism Sub-policy. Thus, the MTCA will seek the assistance of the relevant appointed agencies to engage in systematic observations, research, climate change modelling and disaster risk management. Climate mitigation and adaptation strategies will be adopted to strengthen climate resilience towards the protection and preservation of tangible and intangible cultural and heritage assets, including the gender specific responses. Research will be undertaken to assess vulnerability and monitor and assess climate change impacts affecting community-based tourism.

(iii) Carrying Capacity

Research shows that the size of the groups and the frequency of visits to sites and attractions in communities must be carefully monitored and their carrying capacity respected. Advocates of CBT have indicated that it is more beneficial for controlled numbers of tourists to visit the community's sites and attractions at any one time as this will facilitate greater personal contact with its local culture and tradition, reduce the risk of negative cross-cultural exchanges as well as any negative impacts that can occur if the environmental carrying capacity is exceeded.

4.2 Community-Based Tourism (CBT) Policy Context

The GoRTT recognises that Community-Based Tourism can have a substantial, positive impact on the development of the local economy. It is in this context that CBT will be harnessed for its potential to create entrepreneurial opportunities, address poverty alleviation and promote sustainable livelihoods within the community. Development of this niche will be pursued in accordance with applicable national policies, legislation and guidelines for sustainable tourism development. The specific needs of the community will be considered to ensure that the development of CBT is in harmony with the existing natural/physical and cultural assets therein.

The development of CBT is in keeping with the GoRTT's Policy Framework. The *National Development Strategy 2016 – 2030 (Vision 2030)* indicates under Theme I - Putting People First: Nurturing Our Greatest Asset, that GoRTT is desirous of orchestrating a change in the attitudes, values and behaviours of the populace.[41] Among the recommendations to facilitate this change, is the celebration of the destination's cultural diversity, heritage and ecological value. The intention is to promote cultural heritage and ecology in building social capital within communities. In addition, under Theme IV - Building Globally Competitive

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[41] Government of the Republic of Trinidad and Tobago. (2016). Vision 2030 - National Development Strategy of Trinidad and Tobago (2016 – 2030). Ministry of Planning and Development. Retrieved on February 17, 2023 from https://www.planning.gov.tt/sites/default/files/Vision%202030-%20The%20National%20Development%20Strategy%20of%20Trinidad%20and%20Tobago%202016-2030.pdf

Businesses, Goal 4 encourages firms to produce high value products and services that can compete in export markets. Both themes can be fulfilled through CBT development.

The *National Tourism Policy (NTP) (2021 - 2030)* proposes a new reality in which the 21st century tourism product is "*characterised by local innovation ... and community leadership.*" This thinking embraces the principle of economic and social prosperity which entails improved quality of life through community growth. The policy recognises the need to build capacity at the community level to facilitate the successful establishment and sustained management of tourism and hospitality organisations. Moreover, by adopting a regional approach to tourism development and highlighting cluster development, the NTP places communities at the centre of asset identification, development and management.[42]

The *National Policy on Sustainable Community Development (2019 - 2024)* provides a framework for achieving sustainable communities in Trinidad and Tobago. The policy proposes seven (7) recommendations for the reformation and strengthening of communities.[43] Of these seven (7), CBT development aligns directly to four (4) of the areas. These are:

i. Multi-sectorial development that establishes institutional arrangements for collaboration among public sector, private sector, academia, NGOs and development organisations, local government bodies and communities;

ii. Participatory Framework for Community Development whereby a bottom-up approach for development, that strengthens community leadership is undertaken;

iii. Data, Innovation and ICT that encourage improvement in the development and execution of community advancement strategies, as well as, in data management and dissemination strategies that ease the way of doing business; and

iv. Development Issues in Sustainable Community Development which focuses on the development issues related to human and social, economic, cultural and environmental elements of development.

As a consequence of challenges existing in a few communities, a Community Recovery Committee (CRC) was established in June 2020. The committee's mandate was to examine, inter alia, "issues of 'at risk youth' and factors negatively impacting communities." The committee proposed initiatives intended to achieve sustainable community recovery. In the *Report of the Community Recovery Committee (July 2020 - April 2021)*, four dimensions of community recovery were identified:

i. Community Pride and Ownership – History and Culture

ii. Social Support and Cohesion – Community groups and Activities

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[42] Government of the Republic of Trinidad and Tobago. (2021). National Tourism Policy – Trinidad and Tobago. Ministry of Tourism, Culture and the Arts. Retrieved on February 17, 2023 from https://mtca.gov.tt/wp-content/uploads/2022/06/National-Tourism-Policy-Linked-Web.pdf

[43] Government of the Republic of Trinidad and Tobago. (2019). *National Policy on Sustainable Community Development (2019 - 2024)*. Ministry of Community Development, Culture and the Arts (formerly). Retrieved on February 17, 2023 from https://mscd.gov.tt/wp-content/uploads/2020/03/NPSCD_Ministry-Policy-Book-FAW-March-10-compressed.pdf

iii. Human Development – Education (training and learning)

iv. Business and Economic Development[44] – New business development and entrepreneurship

CBT development can address various aspects of the recovery effort under all four dimensions.

This Sub-policy also recognises that beyond the partnership and symbiosis between tourism and the community, linkages with other stakeholder entities are essential to successfully develop CBT. It is therefore envisioned that the policies and programmes of Government Ministries and agencies, non-governmental organisations, civil society and the private sector which are congruent with the tourism development framework, will be instrumental in advancing the objectives of this Sub-policy.

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[44] Report of The Community Recovery Committee (July 2020 - April 2021) by the Community Recovery Committee. Page 25, Table 1 - Community Recovery Framework.

5. COMMUNITY - BASED TOURISM (CBT) SUB-POLICY FRAMEWORK

The GoRTT's overarching vision for the future of tourism, as articulated in the National Tourism Policy (2021-2030), is to develop a travel and tourism sector which is a significant contributor to the social and economic resilience, growth and development of Trinidad and Tobago. It would reflect the innovation, creativity, entrepreneurial spirit, cultural richness, unparalleled beauty, tremendous regional diversity, environmental stewardship and natural hospitality of the people of the twin-island Republic. The vision, guiding principles, goals and objectives for CBT as espoused by this Sub-policy are outlined below.

5.1 Policy Statement

Community-Based Tourism will be developed through meaningful community participation, support for entrepreneurial and innovative initiatives and the protection and conservation of the socio-cultural and environmental assets of the community.

5.2 Guiding Principles

This Sub-policy adopts internationally recognised principles that guide the sustainable development of CBT in a manner which prioritises the community as its primary beneficiary while providing the visitor with enjoyable and meaningful interactions in community-based activities.[45]

(i) **Capacity-building**

Entrepreneurship training and essential skills upgrades are key elements that support MSMEs development within the community;

(ii) **Community ownership**

Rights of ownership to the natural and cultural assets in the community must be recognised, supported and promoted through appropriate mechanisms;

(iii) **Cross-cultural education**

Education and cross-cultural learning foster respect and understanding of cultural differences;

(iv) **Cultural preservation**

Recognition and preservation of the unique character and culture of the locale, supports authenticity;

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[45] The guiding principles, have been adopted from the Asian Community-Based Tourism Standard (2016) and Responsible Ecological Social Tour (REST, 2003).

(v) Environmental sustainability

Environmental preservation, protection and conservation contribute to the sustainable development of the community;

(vi) Social well-being

Social well-being is enhanced through the development of meaningful networks and relationships within the community and its visitors;

(vii) Transparency and Fairness

Access to resources and sharing of benefits undertaken in a transparent and fair manner preserve productive and positive relationships among community members.

5.3 Vision

Trinidad and Tobago is a renowned Community-Based Tourism destination, recognised for its commitment to upholding exemplary practices in all facets of Community-Based Tourism development which are in harmony with its natural environment, cultural and heritage assets, and the traditions, beliefs and values of the community.

5.4 Goal

To enable and support rural, indigenous and urban communities, to develop and deliver high-quality, Community-Based Tourism experiences, in a safe environment, consistent with national policies aligned to resource protection and conservation, cultural preservation and governance at the community level.

5.5 Objectives

This Sub-policy aims to achieve its goal by advancing five (5) thematic areas: (i) governance, local community involvement and empowerment; (ii) natural and cultural heritage, sites and infrastructure ; (iii) product development, service quality and marketing; (iv) health, safety and security; and (v) partnerships and investments. The objectives related to each of these themes are:

(i) To facilitate local communities in the decision-making process for the planning, development, execution and management of their tourism products, services and experiences;

(ii) To increase the preservation, protection and restoration of tourism assets and resources within communities;

(iii) To stimulate the development of viable, high quality, marketable products, services and experiences within and across communities;

(iv) To provide an environment that is healthy, safe and secure for visitors and residents within communities; and

(v)   To strengthen strategic partnerships with the private sector, NGOs, CBOs and other agencies that can render support to CBT.

5.6 Strategic Actions

5.6.1 Governance, Local Community Involvement and Empowerment

Building a sustainable CBT niche requires that the residents within the community have the ability, resources and wherewithal to lead in the planning, development, execution and management of initiatives and projects in their area. The involvement of residents in tourism development can be facilitated through consultation and inclusive decision-making processes. Empowered residents will play a key role in the advancement of tourism within the community.

In this regard, the GoRTT will:

(i)   Engage existing Tourism Action Committees (TACs), and support the development of new entities, tasked with the responsibility of developing and managing tourism initiatives in the community;

(ii)   Encourage and support the involvement of women and youths, particularly young men, in CBT projects and initiatives

(iii)   Encourage and support the involvement of Indigenous Peoples (First Peoples), special interest groups and similar organisations in the decision making, planning and development of CBT projects and initiatives in their community;

(iv)   Encourage institutions, agencies, NGOs, CBOs, the private sector and other organisations to offer mentorship, coaching and apprenticeship programmes, internships and scholarships in tourism for community members;

(v)   Support the establishment of mutually beneficial arrangements with community members to access and manage shared resources in harmony with all parties in the community;

(vi)   Strengthen capacity in the community for planning, developing, executing, managing and monitoring their CBT projects and initiatives; and

(vii)   Facilitate training and development of community members involved in tourism;

(viii) Support community projects that are economically, socio-culturally and environmentally sustainable;

5.6.2 Natural and Cultural Heritage and Sites and Infrastructure

A visitor to the community expects that the site or attraction will be accessible and provides at least basic amenities, signage, interpretation and possible ways in which the visitor could assist in its preservation. At the same time, the natural and cultural heritage resources that reside in communities must be carefully managed and safeguarded to ensure that their use for tourism purposes does not in any way degrade or diminish them, as they form part of the character of the community.

In this regard, the GoRTT will:

(i)   Encourage visitors and local communities to conserve the natural environment in keeping with appropriate international, regional and local standards and guidelines;

(ii)   Empower community members to manage and promote the preservation of its cultural and heritage assets and resources in their community;

(iii)   Support activities and initiatives that promote and strengthen community cooperation, cultural lifestyle, customs and traditions;

(iv)   Devise measures to safeguard cultural integrity and protect sacred sites;

(v)   Strengthen and support the efforts made for sites and attractions as well as intangible cultural heritage elements to be listed internationally as UNESCO World Heritage Sites, Intangible Cultural Heritage and / or locally as National Heritage Properties and on National Inventories pertaining to World Cultural and Natural Heritage;

(vi)   Engage agencies and organisations responsible for the development and maintenance of basic infrastructure in communities to meet the needs of residents and visitors;

(vii)   Collaborate with relevant agencies to improve the supply of utilities, transportation, digital connectivity and accessibility at CBT sites and attractions; and

(viii) Advocate for the installation of infrastructure and amenities at sites and attractions to provide access for persons with disabilities, including wheelchair access.

5.6.3 Product Development, Service Quality and Marketing

This Sub-policy recognises that the modern traveller or new tourist is searching for experiences that are authentic and add value to personal development and growth.

In this regard, GoRTT will:

(i)   Advocate for the conduct of assessments of the community's environmental, cultural and heritage assets, to determine the readiness for market and export;

(ii)   Foster the development of high-quality, authentic, unique and sustainable products that target the discerning tastes of the targeted visitor segments;

(iii)   Support activities and initiatives that provide immersive experiences;

(iv)   Advocate for the use of technology in the development and enhancement of the products, services and experiences offered by the community;

(v)   Benchmark destinations with internationally acceptable and environmentally-friendly standards and certification for community-based tourism sites and attractions;

(vi)   Promote and facilitate cultural events and initiatives in communities;

(vii)   Engage relevant agencies to deliver training in service quality within communities;

(viii)   Support market research and intelligence gathering to identify visitor segments and profiles that can be used by communities to target specific markets;

(ix)   Develop effective marketing strategies to promote the communities as sustainable tourism destinations while highlighting the unique cultural, historical and natural sites and attractions;

(x)   Encourage responsible tourism and responsible visitor behaviour in marketing campaigns and the promotion of waste reduction, carbon footprint reduction and recycling initiatives to minimize environmental impacts; and

(xi)   Include CBT experiences and packages in tourism marketing and promotion campaigns and tools (e.g. mobile apps).

5.6.4 Health, Safety and Security

A destination that prioritises health, safety and security of its visitors will enhance and improve its appeal, image and visitor experience. This has become even more paramount as a result of the COVID-19 pandemic and the traveller's concerns over health and well-being. In collaboration with the communities, measures will be established to address the safety and security of residents and visitors within the community.

In this regard, the GoRTT will:

(i)   Engage the relevant agencies and authorities to implement public health and sanitation programmes, as well as, essential tourist amenities within the community;

(ii)   Advocate for ease of access and availability of health care facilities within and in close proximity of the community;

(iii)   Employ appropriate measures to prevent and minimise the spread of communicable diseases, especially those that have a grave impact on the tourism sector;

(iv)   Adopt and implement measures that address visitor safety and harassment of visitors while also protecting the interests of the local community;

(v)   Facilitate emergency response, disaster preparedness and contingency plans with relevant agencies;

(vi)   Encourage the adoption of health and safety standards, certifications and protocols by CBT enterprises; and

(vii)   Facilitate and support the implementation of a public education campaign on tourism health, safety and security.

5.6.5 Partnerships & Investments

The private sector is a critical element in the development and promotion of tourism in Trinidad and Tobago and is relied upon to invest in, and involve local communities in tourism ventures. Strategic partnerships

with the private sector can lead to a beneficial relationship with the residents and an increased support for CBT initiatives in the community.

In this regard, the GoRTT will:

(i)   Facilitate the use of incentives to stimulate investment in tourism in communities;

(ii)   Encourage the private sector to partner with communities for the greater enhancement of tourism development;

(iii)   Collaborate with Ministries and other Government Agencies to promote the development of micro, small and medium size tourism enterprises;

(iv)   Facilitate the provision of technical support to existing micro, small, and medium size enterprises;

(v)   Facilitate strategic partnerships with international, regional and local funding agencies for CBT projects and initiatives;

(vi)   Facilitate access to financial and technical resources for the development of diverse CBT initiatives; and

(vii)   Encourage the development of CBT clusters to allow for synergies and increased linkages in tourism and its related sectors.

6. INSTITUTIONAL AND REGULATORY FRAMEWORK

The Ministry of Tourism, Culture and the Arts (MTCA) which has overarching responsibility for the implementation of this Sub-policy, will offer technical support and guidance to those communities that are desirous of developing Community-Based Tourism.

Several organisations and individuals will be relied upon for the full implementation of this Sub-policy. Thus, it is imperative that stakeholders are aware of their roles and responsibilities, and the intentions, expectations and outcomes anticipated in the execution of the strategies contained in this Sub-policy.

6.1 Roles and Functions of Key Ministries and Agencies

Efficient and flexible partnership mechanisms will be established to allow Ministries and State agencies which have intersecting responsibilities to work in tandem to create the synergies necessary for the development of CBT. Such mechanisms shall address a clear definition of the roles and responsibilities of all parties.

6.1.1　The Ministry of Tourism, Culture and the Arts (MTCA)

The MTCA is responsible for overseeing the development of Tourism, Culture and the Arts in Trinidad and Tobago. As it relates to this Sub-policy, the Ministry will formulate strategies to guide, regulate, oversee and foster the sustainable development and promotion of the CBT niche. The principal responsibilities of the Ministry in relation to this Sub-policy are:

(i)　Provision of an enabling environment that supports Community-Based Tourism development and growth;

(ii)　Collaborating with relevant agencies, organisations, Ministries, associations and community groups on matters related to Community-Based Tourism;

(iii)　Monitoring the implementation of the goals and objectives of the Community-Based Tourism Sub-Policy;

(iv)　Provision of a legislative and incentive framework for tourism; and

(v)　Facilitating and monitoring the provisions of the Tourism Development Act, Chap. 87:22 in respect of Community-Based Tourism investment.

6.1.2　The Tobago House of Assembly (THA)

In accordance with the Tobago House of Assembly Act, 1996, the THA is responsible for tourism development in Tobago. The Division of Tourism, Culture, Antiquities and Transportation is the main implementing agent of the THA with respect to tourism. The THA's responsibilities as it relates to this Sub-

policy include, but are not limited to:

(i) Conducting research and formulating specific plans for the tourism sector as it relates to Community-Based Tourism;

(ii) Marketing and promoting the Community-Based Tourism niche in Tobago;

(iii) Implementing standards for the development and maintenance of sites and attractions in communities in Tobago;

(iv) Promoting Community-Based Tourism investment opportunities in Tobago;

(v) Administering the provisions of the Tourism Development Act, Chap. 87:22 in respect of Community-Based Tourism investment in Tobago; and

(vi) Collaborating with the MTCA, Tourism Trinidad Limited (TTL) and the Tobago Tourism Agency Limited (TTAL) with regard to the development and promotion of Community-Based Tourism.

6.1.3   Tourism Trinidad Limited (TTL) and Tobago Tourism Agency Limited (TTAL)

These agencies will market and promote CBT locally, regionally and internationally. Their key roles with regard to this Sub-policy will be to:

(i) Provide guidance to communities in the development and execution of sustainable Community-Based Tourism initiatives;

(ii) Facilitate and support the development of market and export ready Community-Based Tourism products and experiences;

(iii) Develop comprehensive marketing and promotion strategies for the Community-Based Tourism niche;

(iv) Develop and enhance identified Community-Based Tourism facilities/amenities in Trinidad and Tobago;

(v) Establish and implement national, regional, and international standards for Community-Based Tourism products and services in collaboration with relevant agencies;

(vi) Promote Community-Based Tourism investment opportunities in Trinidad and Tobago;

(vii) Administer the provisions of the Tourism Development Act, Chap. 87:22, in respect of Community-Based Tourism investment in Trinidad and Tobago;

(viii) Develop strategies to address the issue of funding for Community-Based Tourism initiatives;

(ix) Measure the impact of Community-Based Tourism against the desired outcomes of the initiatives; and

(x) Collaborate with the requisite stakeholders to develop unique Community-Based Tourism packages that denote the destination's rich culture, heritage and natural environment.

6.2 Roles of Stakeholders

Stakeholders play a critical role in the sustainable development of the tourism sector. In the execution of this Sub-policy, the widest cross section of stakeholders will be engaged to increase the opportunities and benefits that Community-Based Tourism can provide to local communities. Stakeholders identified in the development of Community-Based Tourism include other government agencies and divisions, private sector, NGOs, CBOs, and similar type organisations.

6.2.1 The Ministry of Sport and Community Development (MSCD)

The Ministry has oversight for the dual portfolios of (i) Sport and (ii) Community Development. In respect of the sport portfolio, the Ministry has responsibility for National Governing Bodies (NGBs), National Sport Policy, Physical Education, Recreation and Sport, and the Sport Multi-Purpose Facilities. In respect of Community Development, the Ministry has responsibility for the administration of Best Village, Community Action for Revival and Empowerment (CARE) and the Community Development Fund. In addition, the Ministry is responsible for the implementation of the National Policy on Sustainable Community Development, which positions Community Development practitioners as the facilitators of community transformation who promote sustainable livelihoods and the economic transformation of communities. Furthermore, MSCD has jurisdiction over regional complexes, civic centres, and community centres and is tasked with overseeing the monitoring, education and training initiatives, mediation, entrepreneurship, and management of issues related to the First Peoples.

The MTCA will collaborate closely and partner with the MSCD to develop and promote the Community-Based Tourism niche. Both entities will work harmoniously to develop empowered, sustainable communities that can provide exceptional tourism experiences to international, regional, and domestic visitors. The MTCA is presently a member of the MSCD's National Committee for Sustainable Community Development (NCSCD) and the Municipal Committee for Sustainable Community Development (MCSCD).[46]

6.2.2 The Ministry of Planning and Development (MPD)

The mandate of the Ministry of Planning and Development (MPD) is national development concentrated on four main pillars which are economic development, social development, spatial development and environmental development. As such, the Ministry focuses on providing a framework for the economic, social and environmental progress of Trinidad and Tobago which is elaborated in the *National Development Strategy 2016 – 2030 (Vision 2030)*. The Ministry of Tourism, Culture and the Arts will

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[46] The National Committee for Sustainable Community Development (NCSCD) – brings together senior officials of social sector Ministries along with high level representatives from the academic, corporate, Non-Government and International Development Organisation sectors. This body is responsible for oversight and coordination of sustainable community development.

Municipal Committee for Sustainable Community Development (MCSCD) – operates on the municipal level, bringing together technical officers who function at operational and municipal levels and who could ensure that ministerial and other resources are available for community development.

collaborate with the Ministry of Planning and Development and all associated agencies to ensure proper and optimal land use planning for CBT development. Environmental matters and concerns will also be brought to the attention of this Ministry. Synergies will be sought to assist tourism stakeholders through funding and micro financing for community tourism projects.

6.2.3   The Ministry of Rural Development and Local Government (MRDLG)

The Ministry of Rural Development and Local Government (MRDLG), supports specific functions of policy implementation, environmental planning, land-use and product development. Under the Municipal Corporation Act No. 21 of 1990; Chapter 25:04, Section 232, the Municipal Corporations have specific responsibility for the provision, maintenance, and control of parks, recreation grounds, beaches, watercourses, and other public spaces, usually visited by tourists, that fall under their jurisdiction. It is also charged with the provision of proper roadways, drains, bridges, sidewalks, public spaces, and street signs in communities. This Ministry will collaborate with Municipal Corporations and other agencies to record the history of heritage sites and facilitate the enhancement, maintenance, and security at these sites. The MTCA encourages Local Government agencies to collaborate with the community in any planned CBT initiatives.

6.2.4   The Ministry of Agriculture, Land and Fisheries (MALF)

The Ministry of Agriculture, Land and Fisheries (MALF) through its relevant divisions has the responsibility for the conservation of this country's biodiversity and sustainable development of food and non-food systems. The possibility of agrotourism and the use of local fruits and vegetables in the destination's cuisine is also in keeping with the provision of a unique experience for visitors. Considering the aforementioned, and given the MTCA's goal for achieving sustainability in tourism development, partnership with this Ministry is critical for the forging of inter-sectoral linkages. The MTCA will collaborate with this Ministry to promote conservation, protection, and appropriate management of land and marine resources within communities. The Ministry continues to collaborate with MALF in the recent acquisition of four (4) historical sites.

6.2.5   The Ministry of Labour (MOL)

The Ministry of Labour (MOL) is responsible for programmes that influence labour market policy on both a local and international scale. The Ministry implements national strategies and promotes the goals and objectives of the labour sector and encourages entrepreneurship through Micro and Small Enterprises (MSEs) and Co-operatives. These types of enterprises are most common in communities and therefore, the support of this Ministry is crucial to CBT development. The MTCA will partner with the Ministry of Labour to increase the competitiveness of micro and small tourism enterprises in the community.

6.2.6 The Ministry of Health (MOH)

The Ministry of Health (MOH) is responsible for the entire health care system in Trinidad and Tobago. This Ministry will be responsible for the establishment of protocols to prevent and treat communicable and vector borne diseases. The MOH will be relied upon to provide access to medical services and trained staff in host communities for the residents and their guests. The MTCA will collaborate with this Ministry and other relevant agencies in the event of any communicable outbreak. The MOH is responsible for ensuring that food safety practices are implemented to reduce foodborne and other illnesses and to mitigate against other public health threats in a timely manner.

6.2.7 The Ministry of National Security (MNS)

The mandate of the Ministry of National Security (MNS) is to create an environment that ensures public safety and security through the maintenance of law and order and the commitment of available resources to the protection of life and property. Crime and other anti-social behaviour are major deterrents to travellers and hence the destination must have systems in place to address these deviant behaviours. The MTCA will work collaboratively with the MNS and its relevant divisions (e.g. Trinidad and Tobago Police Service (TTPS), Trinidad and Tobago Defence Force (TTDF), Trinidad and Tobago Fire Service (TTFS), Immigration Division, Lifeguard Services and the Office of Disaster Preparedness and Management (ODPM)) to ensure that the safety and security of both local and foreign visitors are afforded the highest priority at sites and attractions in communities throughout Trinidad and Tobago. Signage along with safety and security measures will be developed and utilised to inform and advise visitors on safety precautions to be adopted at these sites and attractions. The MTCA will collaborate with the Ministry of National Security to host lectures and workshops in various communities on crime prevention and security of the community's assets. The MTCA will continue to engage this Ministry and its divisions to strengthen initiatives that seek to protect and safeguard the citizens and visitors within communities.

MNS - Office of Disaster Preparedness and Management (ODPM)

This division is responsible for public education and community outreach activities, coordinating national mitigation and capacity building efforts to safeguard property and life and providing emergency relief to those severely affected by hazard impact. The division works closely with other key organisations to execute its functions, in particular, community-based organisations which play a critical role in the relief efforts during and after a hazard impact. The MTCA will facilitate collaboration with this agency and communities.

MNS -Trinidad and Tobago Police Service (TTPS)

The mandate of the division is to maintain law and order; preserve peace; protect life and property; prevent and detect crime; apprehend offenders; and enforce all laws and regulations with which it is charged. There is a specific unit responsible for community policing and the MTCA envisions opportunities for partnership with this entity and the community, regarding the safety and security of visitors and residents.

6.2.8 The Ministry of Public Utilities (MPU)

The Ministry of Public Utilities (MPU) has the overall responsibility of governing the utilities sector which includes electricity, postal, telecommunications and water and wastewater services. It is equally responsible for utilising a modern, customer oriented and technologically enabled system, capable of providing effective, cost efficient quality services to all citizens. The MTCA will collaborate with the MPU and its agencies to provide communities that are engaged in Community-Based Tourism with the basic utilities for the successful implementation of tourism projects and initiatives.

6.2.9 The Ministry of Works and Transport (MOWT)

The Ministry of Works and Transport's (MOWT) mandate includes construction and maintenance of highways, major and secondary roads under the jurisdiction of the Ministry; the construction and maintenance of government buildings and facilities and MOWT buildings and facilities; traffic management (vehicular traffic and pedestrian access routes) and coastal management in collaboration with stakeholders. Accordingly, the MTCA will collaborate with MOWT and other relevant stakeholders to provide easy, unhindered, reliable and safe access to all designated Community-Based Tourism sites and attractions.

6.2.10 The Ministry of Foreign and CARICOM Affairs (MFCA)

The Ministry of Foreign and CARICOM Affairs (MFCA) acts as a central channel by which the national interests and national development of Trinidad and Tobago are achieved. It is charged with the promotion and protection of Trinidad and Tobago's interests abroad, primarily through the coordination of this country's relations with foreign governments. Through its Oversees Missions, the MFCA functions as a unique medium for outreach to the diaspora and therefore there is an opportunity for the promotion of the CBT product and experiences to a wider target market.

6.2.11 The Ministry of Housing and Urban Development (MHUD)

The Ministry of Housing and Urban Development (MHUD) is responsible for the formulation and execution of Government's policy in the Housing and Urban Development sector. The Ministry facilitates the implementation of these policies through its various units and affiliated agencies. This Ministry will be responsible for the maintenance of tourism sites and attractions under its remit, as well as, the construction of facilities built, using modern and environmentally friendly materials, technologies and practices.

6.2.12 The Ministry of Digital Transformation (MDT)

The Ministry of Digital Transformation (MDT) is responsible for Information and Communication Technology (ICT) Policy, Strategy and Management, and National ICT Planning. Specifically, its work includes business continuity, digital government, as well as, digital transformation in the areas of cyber-security, e-identity, government services online, public service ICT governance, and systems interoperability. The Ministry is also tasked with information and data protection. The MTCA will

collaborate with this Ministry to facilitate access to the internet, Wi-Fi and other communication technology in communities involved in tourism, particularly in rural communities. There is also a need to create an environment that simplifies online transactions to allow for greater ease of conducting business virtually in these communities. This would be an important area for partnership between the MDT and the community.

6.2.13 The Environmental Management Authority (EMA)

The Environmental Management Authority (EMA) is responsible for establishing and implementing policies consistent with the objectives of the Environmental Management Act and to ensure the effective management and wise use of the environment. The MTCA will collaborate with the EMA to ensure that CBT development is in accordance with environmental laws and good practice. Educating tourists and community members about the importance of environmental stewardship is key to its protection and conservation. The Ministry will partner with the EMA to host workshops that sensitise communities on the value of biodiversity, ecosystems and the fragile relationship that subsists between the activities of the communities and the environment.

6.2.14 The Trinidad and Tobago Bureau of Standards (TTBS)

The primary role of TTBS is to develop, promote and enforce standards to improve the quality and performance of goods produced or used in the Republic of Trinidad and Tobago; to ensure industrial efficiency and development; to promote public and industrial welfare, health and safety; and protect the environment. The MTCA will partner with the TTBS to ensure that the CBT niche conforms to prescribed standards of quality in their operations (see **Appendix I**: Policies, Legislation, and Agreements & Standards for a list of key standards)**.**

6.2.15 The National Archives of Trinidad and Tobago (NATT)

The National Archives of Trinidad and Tobago (NATT) is the treasure-trove of the country's heritage and the custodians of Trinidad and Tobago's memory. They are responsible for preserving and making records of various formats accessible to the public. These records reveal Trinidad and Tobago's heritage and enable the nation to have a better understanding of the country and its ancestors. Through its services to researchers and Government, its exhibitions and other initiatives, the National Archives of Trinidad and Tobago seeks to connect citizens to the sources of their history. This information will prove useful in ensuring that communities have access to accurate records of their heritage.

6.2.16 The National Trust of Trinidad and Tobago (NTTT)

The National Trust of Trinidad and Tobago (NTTT) was established by Act No. 11 of 1991. This agency is dedicated to the preservation of built and natural heritage and has among its core objectives the protection and promotion of the care and preservation of significant examples of Trinidad and Tobago's built and natural heritage. It is also responsible for promoting access to national heritage and fostering a greater awareness and understanding of national heritage and its significance and richness. The MTCA will engage the National Trust as it relates to efforts in preserving and protecting the heritage sites and attractions

located in communities for tourism-related purposes.

6.2.17 The Private Sector

The private sector is critical to the development and promotion of tourism in Trinidad and Tobago. The private sector bears considerable risks via tourism investment as well as a large part of the responsibility for satisfying the expectations of the visitor. The delivery of quality tourism services and provision of value for money to the visitor are largely private sector responsibilities. Furthermore, the private sector is able to involve the local communities in tourism ventures by, inter alia, establishing partnership arrangements in the execution of CBT projects in the community. The MTCA will collaborate with the private sector and other relevant agencies to facilitate investment and the sustainable development and management of CBT initiatives.

6.2.18 Civil Society, Non-Governmental and Community-Based Organisations

Non-governmental and community-based organisations, especially those with an environmental and a community focus, play a vital role in the development and implementation of responsible tourism practices, while providing valuable insights at the grassroots level. NGOs and CBOS are instrumental in building capacity and assisting local communities to establish themselves into viable organisations and developing new and innovative products and services for the market. The MTCA will collaborate with these groups and similar agencies to organise, preserve and promote community assets for CBT development.

6.2.19 The Media

The media is recognised as a key partner in the tourism development process. As tourism operates in a global environment, the messages that are communicated externally can have either a positive or negative effect on the destination's market share. The media must be sensitised to the role that the tourism sector plays in the development of the national economy. Sensationalisation of crime and other aspects of anti-social behaviour places the destination's image at risk and jeopardises its efforts to attract investments. The MTCA and the Tobago House of Assembly will collaborate with the local media to develop and promote educational and informative coverage of Community-Based Tourism.

7. POLICY IMPLEMENTATION

The Ministry of Tourism, Culture and the Arts (MTCA) as lead agency, the Tobago House of Assembly (THA), Tourism Trinidad Limited (TTL) and the Tobago Tourism Agency Limited (TTAL) will work closely with all relevant Ministries, State Agencies, organisations and key stakeholders to ensure that the CBT niche is developed, promoted and marketed in keeping with the GoRTT's overarching Policy Framework and the National Development Strategy 2016 – 2030 (Vision 2030).

Accordingly, a framework will be established whereby the MTCA will work with these key Ministries and Agencies to devise action and implementation plans. Plans developed will be for the short (1-2 years), medium (3-5 years) and long term (6-7 years). The extent of the implementation plan will therefore be seven (7) years until 2030.

The key Ministries and their implementation arms are encouraged to include in their strategic or operational plans, the action items and initiatives that will achieve the goal and objectives identified in this Sub-policy.

It is envisaged that post event research, including the long term tracking of the successes or limitations of implementing specific CBT activities, will aid in the future planning of this niche.

8. MONITORING, EVALUATION AND ADAPTION FRAMEWORK

All plans being implemented for the Community-Based Tourism niche must be periodically monitored and evaluated. A strong and effective Monitoring and Evaluation (M&E) system is necessary to achieve the desired outcomes of this Sub-policy. The monitoring mechanism will include regular examination of CBT products and experiences so that its development or enhancement remain authentic and are executed in a sustainable manner. The impact of CBT development on the socio-cultural, environmental and economic wellbeing of the community will also be monitored.

The Ministry of Tourism, Culture and the Arts (MTCA) is guided by a Results-Based Monitoring and Evaluation System which determines whether the Ministry's policies and strategies are aligned to the national goals and whether the performance of the Ministry is achieving the desired strategic outcomes. The System is defined by four key components, these are:

1. **Financial Monitoring** - to determine that funds are used efficiently and as planned (through ratio analysis, budgetary control, etc.); to ensure the State Enterprise is accountable and in compliance with the dictates of the State Enterprise Performance Monitoring Manual;

2. **Activity/Process Monitoring** - to ensure Project or Policy activities are carried out as planned and determine whether interventions may be required (analysis of Unit work plans, achievements);

3. **Output Monitoring** - to ensure that what is produced by various components of the Policies, Projects or Units are of quality, timely and in keeping with the dictates of the Ministry's strategic plan and associated work plan agenda;

4. **Outcome Monitoring** - determining whether the results of the policies and strategies adopted resulted in the achievement of the plan's declared outcomes.

The Monitoring and Evaluation team at the Ministry will be the key oversight body tracking the implementation of the Sub-policy and will be responsible for implementing and maintaining the Results-Based Monitoring and Evaluation System for the Ministry pursuant to the objectives and strategic actions set out in this Sub-policy. The Monitoring and Evaluation team will also conduct periodic reviews and consultations with the community stakeholders to assess the effectiveness of this Sub-policy and make the necessary amendments to address any emerging opportunities or challenges.

APPENDIX I: Policies, Legislation, Agreements & Standards

The following is a list of National Policies relevant to the development of Community-Based Tourism in Trinidad and Tobago.

National Policies

- National Forest Policy (2011)

- National Protected Areas Policy (2011)

- Micro and Small Enterprise Development Policy (2014 - 2016)

- National Integrated Water Resources Management Policy (2016)

- National Development Strategy - Vision 2030 (2016 - 2030)

- National Environmental Policy (2018)

- National Policy on Sustainable Community Development (2019 - 2024)

- National Cultural Policy (2020 - 2025)

- National Tourism Policy (2021 - 2030)

- National Museum Policy [Draft] (2021)

The following is a list of key legislation relevant to the development of Community-Based Tourism in Trinidad and Tobago.

Laws and Legislation

- Conservation of Wildlife Act, Chapter 67:01 (amended by 14 of 1963 and 31 of 1980)

- Town and Country Planning Act, Chapter 35.01(amended 1974, 1977, 1980, 1985, 1990)

- Municipal Corporations Act, Chapter 25:04 (Act 21 of 1990 and its amendments)

- National Trust of Trinidad and Tobago Act (1991 amended 1999)

- Land Acquisition Act, Chapter 58:01(1994 amended 2000)

- Tobago House of Assembly Act, Chapter 25:03 (1996 amended 2001), Act 40 of 1996

- Regularization of Tenure (State Lands) Act, Chapter 57:05 (Act 25 of 1998)

- Tourism Development Act, Chapter 87:22 (Act 9 of 2000 and its amendments)

- Environmental Management Act, Chapter 35:05 (Act 3 of 2000)

- Environmentally Sensitive Area Rules (2001)

- Environmentally Sensitive Species Rules (2001)

- Facilitation of Development Act, Chapter 35:01 (Act 10 of 2014)

The following is a list of international agreements relevant to the development of Community-Based Tourism in Trinidad and Tobago.

International Agreements/Conventions

- Convention on Nature Protection and Wildlife Preservation in the Western Hemisphere (Western Hemisphere Convention) (1969)

- Convention on Wetlands of international Importance especially as Waterfowl Habitat (1971)

- World Heritage Convention (1972)

- United Nations Framework Convention on Climate Change (1992)

- United Nations Convention to Combat Desertification (1994)

- United Nations Educational, Scientific and Cultural Organization Convention for the Safeguarding of the Intangible Cultural Heritage (2003)

The following is a list of key standards relevant to the development of Community-Based Tourism in Trinidad and Tobago.

Key Standards

- TTS 296:2008: Tourist Land Transport Service Providers - Code of Practice

- TTS 580:2009: Tour Operators – Specification

- TTS 582:2010: Recreational Spaces – Camping

- TTS 22-3:2011: Requirements for Tourist Accommodation - Part 3: Villas

- TTS 22-1:2012: Requirements for Tourist Accommodation – Part 1: Hotels & Guesthouses (2nd Revision)

- ISO/TR 21102:2013 : Adventure tourism - Leaders -- Personnel competence

- TTS 22-2:2014: Requirements for Tourist Accommodation - Part 2: Bed & Breakfast and Self-Catering Facilities (1st Revision)

- ISO 21103:2014 : Adventure tourism - Information for participants

- ISO 21101:2014 : Adventure tourism - Safety management systems – Requirements

- TTS 637-2:2015: Sites and Attractions - Part 2: Requirements for Tourist Information Offices

- TTS 579:2018: Tour Guiding Services – Requirements (1st Revision)

Community and Tourism Recovery Documents

The following is a list of documents that were developed during COVID19 that are relevant to CBT:

- Report of Roadmap to Recovery Committee: "Roadmap for Trinidad and Tobago: Transforming to a New Economy and a New Society" (2020) - Phase 2;

- Report of the Community Recovery Committee; and

- Towards the Acceleration of Recovery and Growth: Initiatives for the Tourism and Creative Sector in Trinidad and Tobago (2021 – 2023)

APPENDIX II: SWOT Analysis

Table 1: SWOT Analysis of the Community Based Tourism sector in Trinidad and Tobago

Strengths	Weaknesses
● GoRTT has a strong interest in developing tourism as an economic driver at this time ● A wide variety of assets and natural resources in several communities ● Both islands possess rich history and multicultural assets ● Some communities have strong Tourism Action Committees that can be used to generate interest in this form of tourism ● Communities possess distinctive, creative culinary expertise and traditional practices ● Diverse religious groups and practices proliferate within communities ● Other niche tourism Sub-policies, such as ecotourism and sport tourism, will support and work in tandem with the development of CBT ● The GoRTT's intention to celebrate cultural diversity and heritage as identified in the National Policy Framework (Vision 2030)	● Most communities are unable to support themselves financially and depend on a steady stream of financial assistance from the State ● Not all natural sites and attractions meet international standards ● Inadequate training in customer service ● Insufficient public knowledge of the need to protect and preserve the environmental, historic, and socio-cultural assets of a community ● Insufficient collaboration between Ministries and resident community groups ● Lack of, or limited funding for Community-Based Tourism projects in the Regional Corporations ● Little knowledge or awareness of Ministry's involvement in developing tourism initiatives in communities ● Reduced funds ascribed to Ministry of Tourism, Culture and the Arts (MTCA) for tourism projects ● Poor road networks and signage that make accessibility to communities challenging ● Limited and unkept infrastructure and public utilities (e.g. inadequate health care facilities, irregular supply of potable water, etc.) within communities

	● Absence of basic visitor-related services such as public restrooms, visitor interpretation centres, parking facilities, etc. in communities ● Land ownership issues, which will impact on the ability of the MTCA to provide assistance in developing the site/attraction/facility ● Insufficient suitable accommodation to facilitate guests
Opportunities ● Private companies have an opportunity to partner with the government to help facilitate the development of Community-Based Tourism projects and related activities ● Use of advanced technology to market and promote the community's products and experiences at little or no cost ● New revenue streams may be generated within the community to assist in their self-sustenance e.g. agrotourism, festival/event tourism, culinary tourism, etc. ● Improved protection of cultural and natural heritage assets by communities ● Reduction in poverty due to the creation of job opportunities in rural areas ● Sponsorship for community-based ventures available from international and regional organisations ● Existing programmes offered by other Ministries which serve to build capacity and upskill can be used to support CBT enterprises and organisations ● Sustainable and responsible travel is a growing trend globally which aligns with Community-Based Tourism	**Threats** ● Challenges with providing adequate safety and security for residents, community assets and visitors ● Travel advisories issued by source markets ● Competition from countries with established Community-Based Tourism niche markets ● Impacts of climate change on coastal areas and environmentally sensitive areas ● Illegal activities conducted in remote communities including poaching of animals ● Increase in threats to health such as Chikungunya, Zika, Dengue, COVID-19, etc. ● Loss of cultural heritage and oral history as the older generation passes and the information or interest is not adopted by the younger generation

APPENDIX III: Investment - Approved Tourism Projects

The development incentives for approved Community Based Tourism – Related Projects may include tax benefits and exemptions (e.g. tax holidays up to seven years, carry-over of losses from a tax exemption period, capital allowances on approved capital expenditure and accelerated depreciation on depreciable equipment): customs and excise duty exemptions (duty concessions on the importation of vehicles for use in the transportation of guests/visitors at a reduced rate of import duty (10%) and exemption from motor vehicle tax, and duty exemption for building materials and articles of tourism equipment).

The following categories of CBT-related activities may qualify for consideration for aforementioned incentives:

- Tourism Accommodation Projects; under Schedule 4 and 5 of the Tourism Development Act (TDA), 2000: Chapter 87:22 e.g. Accommodation facilities (dive and eco-lodges);
- Tourism Ancillary Facilities; under Schedule 2 and 3 of the Tourism Development Act (TDA), 2000: Chapter 87:22 e.g. dive operations, water sports, charter boats, theme parks, tour operations, cultural centres, and recreational space use; and
- Other Projects; under Schedule 9 of the Tourism Development Act (TDA), 2000 e.g. destination management companies, ground tour operations, recreational space, transportation service, historical landmarks and heritage sites.

Tourism Accommodation Upgrade Project (TAUP)

The Tourism Accommodation Upgrade Project (TAUP) is a tourism incentive project that provides a reimbursable grant for approved upgrade work done to accommodation facilities in both Trinidad and in Tobago. TAUP comprises of two tourism incentive projects, namely:

i. Upgrade of Small Approved Tourism Properties in Trinidad and Tobago for properties with 1 to 5 guest rooms.

ii. The Trinidad and Tobago Hotel and Guesthouse Room Stock Upgrade Project for properties with 6 to 150 guest rooms.

iii. Properties in the 1-5 guestroom category can access maximum reimbursements of $150,000.00 per property over the three years while the 6-150 guestroom category are allowed a maximum reimbursement of $1,500,000.00 per property over the three years.

iv. Hotels and Guesthouses with 6-150 guestrooms can benefit from a reimbursement of 50% of upgrade expenditure per room up to a maximum reimbursement of $25,000 per room in Trinidad and $30,000 per room in Tobago.

APPENDIX IV: Tourism-related incentives offered by other Government Ministries

Incentives offered under the Ministry of Trade and Industry's Compendium of Investment Incentives in Trinidad and Tobago for the Non-Energy Sector

Creative Sector

The Production Expenditure Rebate Programme offers a cash incentive to national and international producers for expenditure incurred while filming in Trinidad and Tobago.

The benefits of this programme include a 35% rebate for expenditure from TT$100,000.00 up to a maximum of TT$51,200,000 (US$8,000,000) for nationals and a tiered system of 12.5% to 35% on an initial expenditure of TT$640,000 (US$100,000) up to a maximum of TT$51,200,000 (US$8,000,000) for foreign companies. Film makers can also receive an additional 20% cash rebate incurred on expenditure on local labour.

The rebates apply for the following areas of filmmaking:

- Rental of local equipment, supplies and services
- Payment to the Police, Fire and Ambulance
- Services
- Wardrobe, props and related items
- Location fees
- Employment of local cast and crew
- Accommodation and food
- Local travel and transportation costs (including drivers)

Specific details on the programme and its requirements can be found at: https://tradeind.gov.tt/wp-content/uploads/2016/02/2015-Compendium-of-Incentives.pdf

Tourism Sector

The Compendium provides information on the Tourism Development Act (TDA), 2000 (as amended) which is also mentioned in Appendix III above. Specific details on the TDA (2000) can be found at: https://tradeind.gov.tt/wp-content/uploads/2016/02/2015-Compendium-of-Incentives.pdf

Agriculture Sector

A CBT initiative can combine agriculture with tourism for the development of agrotourism.

The list of benefits and the rebates offered under each of the categories in the Ministry of Trade and Industry's Investment Policy Statement and Compendium of Incentives are identified (both the percentage and the maximum dollar value). Specific details on the benefits and rebates for the agricultural sector can be found at: https://tradeind.gov.tt/wp-content/uploads/2016/02/2015-Compendium-of-Incentives.pdf

Incentives from the Ministry of Agriculture, Land and Fisheries' Agricultural Incentives Programme (AIP)

The Agricultural Incentives Programme (AIP) provides a tangible fiscal and non-fiscal package of rebates and exemption on goods and services offered to the farming community. Its aim is to encourage farmers to increase production, promote good agricultural practices, preserve the environment and conserve natural resources. It also promotes youth involvement in agriculture.

Incentives are offered for land preparation, machinery and equipment, soil conservation, vehicles, specific tree crops, irrigation, pasture management for livestock, post-harvest and marketing, security, waste management, and more.

The AIP offers six (6) incentives. One of these makes reference to tourism-related agricultural activities as identified below:

> *"Establishment of Nature Trails – Nature trail has to be recommended by the Tourism Development Corporation [currently Tourism Trinidad Limited] and must be 1 kilometre in length and 2 metres in width. Farmers are eligible for 15% of the costs up to five hundred dollars ($500.00) per kilometre."*

The other five (5) provide incentives for: (1) Watershed Rehabilitation; (2) Machinery and Equipment; (3) Perimeter Fire Trace; (4) Vehicles and (5) Taungya Land Clearing. Specific details on the monetary value / percentage of the incentives are provided on the Ministry of Agriculture, Land and Fisheries Division official website:

https://agriculture.gov.tt/wp-content/uploads/2022/06/AIP-FAQS.pdf and
https://agriculture.gov.tt/divisions-units/divisions/regional-administration-north/agricultural-incentives/

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