

TRINIDAD AND TOBAGO

SUPPORTING THE DIGITALIZATION OF SERVICES IN TRINIDAD AND TOBAGO

(TT-T1178)

PROJECT DOCUMENT

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PROJECT SUMMARY

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| Operation Type: | Technical Cooperation |
| Sector: | REFORM / MODERNIZATION OF THE STATE |
| Subsector: | E-GOVERNMENT |
| TC Taxonomy: | Operational Support |
| Project Number under the Operational Support Taxonomy: | TT-L1061 |
| Technical Responsible Unit: | IFD/ICS-Innovation in Citizen Services Division |
| Unit with Disbursement Responsibility (UDR): | CCB/CTT-Ctry Off Trinidad & Tobago |
| Executing Agency: | Inter-American Development Bank |

PROJECT OBJECTIVE

The TC aims to support the Government of the Republic of Trinidad and Tobago in the successful implementation of the NDTs. The specific objectives of this TC are to: (i) support the MDT in defining selectivity criteria such as potential impact, current level of digitization, and sustainability of partners' digital transformation initiatives. Together with the MDT, these criteria will shape a prioritization strategy that complements the existing Digital Transformation Toolkit.1; and (ii) promote partnerships with academia and private sector to benefit from the interventions carried out by the ministry, particularly those related to open data.

FINANCIAL INFORMATION

| Financing Type | Fund | Amount in US\$ |
|------------------------------|--------------------------------------|----------------|
| TCN - Nonreimbursable | W2C - OC SDP Window 2 - Institutions | 155,000 |
| Total IDB Financing | | 155,000 |
| Counterpart Financing | | 0 |
| Total Project Budget | | 155,000 |
| Donors: | N/A | |
| Disbursement Period: | 36 months | |
| Execution Period: | 36 months | |

ADDITIONAL FINANCIAL INFORMATION

N/A

I. JUSTIFICATION AND OBJECTIVE

- 1.1 **Diagnostic.** The Government of the Republic of Trinidad and Tobago is one of the leading countries in the Caribbean region pursuing a comprehensive digital transformation agenda. According to the United Nation's eGovernment Development Index (EGDI), Trinidad and Tobago places in the high EGDI group, achieving a value of 0.6973 in 2024, which is an improvement from its 2022 value of 0.6339. Within the Caribbean, Trinidad and Tobago has demonstrated exceptional growth, having invested heavily in telecommunications infrastructure and expanding digital services.
- 1.2 These efforts have served to streamline government processes and increase digital accessibility. The country's Online Services Index (OSI) value is 0.5999. While most Small Island Developing States (SIDS) in the high EGDI group have relatively low OSI values (averaging 0.4690), Trinidad and Tobago's higher OSI value suggests a stronger performance in online service provision compared to many of its SIDS peers.
- 1.3 To further strengthen its regional leadership, the country launched the 2024-2027 National Digital Transformation Strategy (NDTS) in February 2025¹, focusing on three strategic areas: Digital Government, Digital Society, and Digital Economy. The Ministry of Digital Transformation (MDT) was originally assigned responsibility for the design and implementation of the NDTS. However, following the country's general election and change in government in 2025, the new administration restructured the ministerial portfolio and merged MDT into the Ministry of Public Administration and Artificial Intelligence.
- 1.4 One of the main challenges that MPAAI is facing in the implementation of the NDTS is related to the rollout of digital transformation initiatives among the more than 100 Ministries, Departments, and Agencies (MDAs) that exist in the public sector. MPAAI will have to equip front-line state agencies that provide direct services to citizens and support their service delivery transformation through digital solutions and cross-cutting processes, regulations, and practices. Therefore, partnerships with MDAs that are willing and able to leverage these new tools and processes is key for successful implementation of the NDTS.
- 1.5 **Request.** Following the above, and given the elimination of the MDT and the transfer of the digital transformation portfolio to the MPAAI, the government has requested support to complement the efforts included in the "Programme to Accelerate the Digital Transformation Agenda" ([5841/OC-TT](#)), aimed at promoting the digital transformation of the country and the implementation of the NDTS. The government request is included in Annex I.
- 1.6 **Objective.** This TC aims to support the Government of the Republic of Trinidad and Tobago in the successful implementation of the NDTS. The specific objectives of this TC are to: (i) support the MDT in defining selectivity criteria such as potential impact, current level of digitization, and sustainability of partners' digital transformation initiatives. Together with the MDT, these criteria will shape a

¹ [Digital Transformation Strategy 2024-2027](#).

prioritization strategy that complements the existing Digital Transformation Toolkit.1; and (ii) promote partnerships with academia and private sector to benefit from the interventions carried out by the ministry, particularly those related to open data.

- 1.7 **Description of the associated Loan.** The “Programme to Accelerate the Digital Transformation Agenda” ([5841/OC-TT](#)) was approved in December 2023 and signed in March 2024. The loan reached eligibility in August 2024. The operation is a Specific Investment Operation for US\$42 million and constitutes the first of a Conditional Credit Line for Investment Projects (CCLIP) for up to US\$90 million. The general objective of the loan is to facilitate the digital transformation of Trinidad and Tobago by improving and expanding digital government architecture towards delivering more integrated, simpler and smarter digital public services. The two specific objectives are to: (i) modernize and integrate state management information systems for digital service delivery to citizens and firms; and (ii) enhance the strategic and operational management capacity within the Ministry of Digital Transformation to implement and manage digital government reforms across the public sector. This TC will mostly support the implementation of Component 1 of the loan “Improving the institutional framework for digital innovation”, which supports the state’s capacity to deliver simplified and inclusive public services, and enable digital innovation within society.
- 1.8 **Complementarity.** The TC leverages the Bank’s expertise in improving digital service delivery developed through operations such as Government Digital Transformation to Strengthen Competitiveness in the Bahamas ([4549/OC-BH](#)); the Public Sector Modernization Programme in Barbados ([4920/OC-BA](#)), and the Digital Transformation with Equity project in Peru ([5834/OC-PE](#)). Moreover, the TC will benefit from lessons learned by the related Programme to Accelerate the Digital Transformation of Trinidad and Tobago ([5841/OC-TT](#)) and current TCs Securing the Digital Transformation of Trinidad and Tobago ([ATN/JF-20080-TT](#)) and Strengthening Digital Inclusion among Vulnerable Groups in Trinidad and Tobago ([ATN/JF-21069-TT](#)). Lastly, the proposed activities are consistent with the [Government Digital Transformation Guide](#).
- 1.9 **Strategic Alignment.** The Program is consistent with the IDB Group Institutional Strategy: Transforming for Scale and Impact (CA-631) and is aligned with the objective of: (i) reduce poverty and inequality via the “Institutional Capacity and Rule of Law” operational focus area, by enhancing the suite of service delivery in the public sector, making it more accessible, transparent, and efficient through the digital transformation of MDAs. The TC will also contribute through the operational focus on “Innovation through the Private Sector” by leveraging private sector and academia in the data analysis and discovery activities. TC activities supporting the digital transformation of MDAs and fostering the analysis of open data also align with two objectives of the IDB 2021-2025 Group's Country Strategy for Trinidad and Tobago (GN-3071), namely: (i) 1.3 Enhancing the digital delivery of services; and (ii) 1.1 Improving the business environment to enable digital transformation, respectively.
- 1.10 It also aligns with the priority area of "Effective, Efficient and Transparent Institutions" of the Strategic Program for Development (GN-2819-14), which includes as outcomes to strengthen institutional and policy quality and service

delivery and policy implementation to improve public sector management and promote private sector development.

II. COMPONENTS

- 2.1 **Component 1. Strategic support for the Ministry of Public Administration and Artificial Intelligence (US\$95,000).** The objective of this component is to assist the ministry in determining selectivity criteria, including potential impact of digital transformation, level of digitization of internal processes and assessment of sustainability of digital transformation initiatives of the partners. By defining these criteria together with MDT, a prioritization strategy will be drawn, complementing the existing one for application of the Digital Transformation Toolkit. In particular, the TC will carry out the following main activities:
- (i) Determining and mapping of MDAs to be approached by the MPAAI. This activity will define the criteria for prioritization of MDAs to be approached, collect information in collaboration with MPAAI and determine a draft list of MDAs to be approached.
 - (ii) In collaboration with MPAAI, define the value proposition of the digital transformation toolkit, and design and engagement strategy for MPAAI to adopt and implement.
 - (iii) Approach two MDAs selected together with MPAAI based on the above and apply the digital transformation toolkit.
- 2.2 For these activities, the TC will competitively source consulting firms and individual consultants as detailed in the procurement plan (Annex IV). The main result of this component will be the prioritization of MDAs to be approached by MPAAI, a methodology for engagement with them, and the application of the Digital Transformation Toolkit in two MDAs TBD.
- 2.3 **Component 2. Data explorations and innovation (US\$60,000).** The objective of this component is to support the release and use of critical datasets that can be leveraged by non-public stakeholders (academia, entrepreneurs, civil society, and citizens at large) to inform and create innovative solutions. The TC will identify innovative datasets and assist with its release to the public in open data formats, as well as organize activities to showcase the potential of the data and create data-based innovative solutions such as data exploration events or hackathons. In particular, the following main activities will be carried out:
- (i) Select and work on a set of databases that will be opened to the public, based on availability in the public sector and demand by non-public stakeholders.
 - (ii) Carry out at least two data-based innovation events with entrepreneurs, researchers and citizens to showcase the datasets and foster innovation.
- 2.4 A consulting firm will be procured for the identification, preparation and publication of the databases, while an individual consultant will be brought in for the

organization and curation of data-based events, as detailed in Annex IV. The main result of this component will be the visualizations and/or applications that will be presented after the data exploration events. These funds will cover travel and accommodation expenses for participants who meet the following criteria: being a speaker at an event, representing an executing agency crucial to the project's development, or serving as a key actor in the organization or logistics of the events.

- 2.5 **Expected Results.** TC will support the digital transformation process of MDAs by providing MPAAI with the tools to prioritize and disseminate the Digital Transformation Toolkit among them. Additionally, it is expected to showcase the value of open data and the opportunities for innovation and research that stem from government data. As stated above, the TC will support the application of the Digital Transformation Toolkit in at least two MDAs and showcase the value of public data through two data exploration events.
- 2.6 **Beneficiaries.** Direct beneficiaries include MPAAI and MDAs whose digital transformation process is supported by the TC, as well as entrepreneurs and researchers benefited from the analysis of open data. Final beneficiaries include citizens that use services from benefited MDAs, as they should experience a more efficient service delivery through digital means.

III. BUDGET

- 3.1 **Budget.** The total cost of this TC will be US\$155,000 and will be financed with ordinary capital (OC SDP Window 2 – Institutions (W2C)). Counterpart funding is not expected. The following table includes the main activities and their costs:

| Budget in US\$ | | |
|--|--------------------|--------------------|
| Components | W2C | Total |
| Component 1. Strategic support for the Ministry of Public Administration and AI | US\$95,000 | US\$95,000 |
| Component 2. Data explorations and innovation | US\$60,000 | US\$60,000 |
| Total | US\$155,000 | US\$155,000 |

IV. EXECUTION STRUCTURE

- 4.1 The TC will be executed by the Inter-American Development Bank (IDB), based on a request by the beneficiaries, in accordance with the Bank's Technical Cooperation Policy (GN-2470-2) and the Procedures for the Processing of Technical Cooperation Operations and Related Matters (OP-619-4), Annex II, literal c: (i) Institutional Capacity, through the División of Institutional Capacity of the State (IFC/ICS). The justification for the Bank as Executing Agency is due to IFD/ICS being well equipped to manage this operation and assure the coordination needed, owing to the involvement of state and non-state actors in the project and recent experience executing similar initiatives.

- 4.2 **Procurement.** All procurement to be executed under this Technical Cooperation have been included in the Procurement Plan (Annex IV) and will be hired in compliance with the applicable Bank policies and regulations as follows: (a) Hiring of individual consultants, as established in the regulation on Complementary Workforce (AM-650) and (b) Contracting of services provided by consulting firms in accordance with the Corporate procurement Policy (GN-2303-33) and its Guidelines.
- 4.3 **Execution and Disbursement Period.** The implementation period for this TC will be 36 months.
- 4.4 **Monitoring, Reporting, and Supervision.** The monitoring and supervision activities of this project will be the responsibility of the project team leader, who will implement, following the results matrix included in Annex II, a monitoring scheme for the execution of the TC, in accordance with the methodology for monitoring TCs under execution established in the document Technical Cooperation Monitoring and Reporting System (OP-1385-4).

V. POTENTIAL RISKS

- 5.1 There are two main risks identified: (i) Ministries, Agencies, and Department partners approached by the Ministry of Public Administration and AI may still lack the capacity to sustain the digital transformation interventions to be carried out through the project. The methodology for the partners selection, along with complementary activities carried out by the loan such as implementation road maps and critical support during implementation will help mitigate this risk; and (ii) the process to integrate all digital transformation responsibilities from the Ministry of Digital Transformation to the Ministry of Public Administration and Artificial Intelligence, including the execution of the loan operation, may delay implementation of this TC. To mitigate this, the Bank technical team, the project executing unit of the loan, and this technical cooperation, will provide resources to ease this transition, focusing on the activities related to the digital transformation of MDAs.
- 5.2 **Intellectual Property.** All knowledge products derived from this Technical Cooperation including any platforms, tools, or materials developed will be the intellectual property of the Bank. The Bank will maintain ownership of all outputs to ensure consistency and alignment with our funding objectives. The knowledge products generated within the framework of this TC may be made available to the public under a creative commons license.

VI. EXCEPTIONS TO BANK POLICIES

- 6.1 No exceptions to any Bank policy are envisaged.

VII. ENVIRONMENTAL AND SOCIAL ASPECTS

7.1 This Technical Cooperation is not intended to finance pre-feasibility or feasibility studies of specific investment projects or environmental and social studies associated with them; therefore, this TC does not have applicable requirements of the Bank's Environmental and Social Policy Framework (ESPF).

REQUIRED ANNEXES:

- Annex I: Request from Client
- Annex II: Results Matrix
- Annex III: Terms of Reference
- Annex IV: Procurement Plan