

TRINIDAD AND TOBAGO

SUPPORT FOR PUBLIC TRANSPORT IMPROVEMENTS IN TRINIDAD

(TT-T1182)

PROJECT DOCUMENT

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PROJECT SUMMARY

Operation Type:	Technical Cooperation
Sector:	TRANSPORT
Subsector:	PUBLIC TRANSPORT (BUS / TRAIN / CABLE). INFRASTRUCTURE AND EQUIPMENT
TC Taxonomy:	Client Support
Project Number under the Operational Support Taxonomy:	N/A
Technical Responsible Unit:	INE/TSP-Transport
Unit with Disbursement Responsibility (UDR):	CCB/CTT-Ctry Off Trinidad & Tobago
Executing Agency:	Inter-American Development Bank

PROJECT OBJECTIVE

The objective of this TC is to support the Ministry of Transport and Civil Aviation and the Government of Trinidad and Tobago in identifying and prioritizing technically feasible, implementation-ready measures to improve traffic management, modernize public transport services, and guide rolling stock renewal through targeted analytical work, operational recommendations, and implementation-ready technical inputs.

FINANCIAL INFORMATION

Financing Type	Fund	Amount in US\$
TCN - Nonreimbursable	P3D - OC SDP Pillar 3 - Sustainable, Resilient, and Inclusive Infrastructure	150,000
Total IDB Financing		150,000
Counterpart Financing		0
Total Project Budget		150,000
Donors:	N/A	
Disbursement Period:	36 months	
Execution Period:	36 months	

ADDITIONAL FINANCIAL INFORMATION

N/A

I. JUSTIFICATION AND OBJECTIVE

- 1.1 **Diagnostic.** Trinidad and Tobago faces persistent congestion that limits mobility, productivity, environmental sustainability, and quality of life, with corridor-level Waze analysis confirming recurring peak-period speed and unreliable access to Port of Spain. Congestion is estimated to cost TT\$2.26 billion annually (1.37% of Gross Domestic Product), with commuters losing approximately 793 hours per year in delays. These outcomes are driven largely by a high private vehicle dependence – 71% of trips into the capital are made by cars – reflecting structural weaknesses in public transport service delivery. The Public Transport Service Corporation (PTSC) operates only 97 buses against an estimated requirement of 300, and its performance is further constrained by ageing assets, limited route coverage, service unreliability, and insufficient digital tools for planning and operations. While recent diagnostics have identified these challenges, limited institutional and technical capacity has hindered their translation into an actionable reform pathway. This Technical Cooperation (TC) addresses this gap by leveraging the Bank's value-added in international good practice, advanced congestion analytics, and implementation-focused technical assistance to support the Ministry of Transport and Civil Aviation (MTCA) in strengthening public transport performance and reducing congestion.
- 1.2 **Gender and Diversity.** In Trinidad and Tobago, mobility constraints related to service reliability, accessibility, passenger information, and personal safety can affect users differently, with potentially greater impacts on women and the elderly and persons with disabilities. Preliminary passenger survey data collected on Red Band maxi taxi services operating on the Priority Bus Route (PBR) indicate that women represent most users, while adults account for the largest share of daily ridership and elderly passengers are also represented among users throughout the day. These patterns underscore the importance of incorporating differentiated user needs into public transport planning. In this context, the TC will support data collection that can inform more inclusive mobility solutions, particularly through better safety and user experience in public transport modernization.
- 1.3 **Request.** Following the diagnosis presented above, the Government of Trinidad and Tobago, through the MTCA, has requested technical assistance from the Bank to support the design and implementation of policies aimed at improving public transport service delivery and addressing congestion challenges in the Greater Port of Spain area. The TC will support the MTCA, in coordination with the PTSC, in strengthening planning, analytical, and implementation capacity to advance public transport modernization. As part of the annual dialogue between the Bank and IDB borrowing member countries to establish the operational program, this operation has been selected to be processed and approved.
- 1.4 **Objective.** The objective of this TC is to support the MTCA and the Government of Trinidad and Tobago in identifying and prioritizing technically feasible, implementation-ready measures to improve traffic management, modernize public transport services, and guide rolling stock renewal through targeted analytical work, operational recommendations, and implementation-ready technical inputs.
- 1.5 **Complementarity.** The TC will strengthen government capacity for data-driven congestion management through corridor-level analysis, visualization tools, and

microsimulations; support the development of a PTSC service optimization Roadmap, and prepare a roadmap for rollingstock modernization, including institutional, regulatory, and contractual considerations. This TC builds on IDB's ongoing engagement in congestion management and public transport reform reform in Trinidad and Tobago, including Priority Vehicle Lanes which covered existing infrastructure conditions, PBR data collection, willingness-to-pay analysis and electronic payment mechanism, institutional benchmarking to inform transit authority strengthening, and ongoing congestion diagnostic using Waze data. The TC will translate these congestion diagnostics, service performance assessments, and institutional analyses into an actionable pathway for MTCA, strengthening institutional capacity and generating decision-ready inputs that support improvements in public transport service delivery, traffic management, and congestion reduction.

- 1.6 **Strategic Alignment.** This TC is aligned with the IDB Group Institutional Strategy: Transforming for Scale and Impact 2024-2030 (CA-631), by contributing to the objectives of addressing climate change and bolstering sustainable regional growth. It is also aligned with the operational focus areas of Sustainable, Resilient, and Inclusive Infrastructure and Institutional Capacity, Rule of Law, and Citizen Security, given its focus on urban congestion management, strengthening public transport service delivery, data-driven decision-making and institutional strengthening of the MTCA and the PTSC. Through data-driven congestion analysis, service optimization, and preparation of a roadmap for public bus fleet renewal the TC will support productivity, public service efficiency, digital transformation, and climate-responsive infrastructure planning. The TC is also consistent with the IDB Group Country Strategy for Trinidad and Tobago 2021-2025 (GN-3071),¹ which is centered on digitalization to drive economic transformation and includes enhancing service delivery as a strategic objective. Furthermore, by strengthening the planning and implementation capacity of the MTCA and the PTSC, the TC supports national efforts to reduce congestion-related economic losses and improve public service performance. Additionally, the TC is aligned with Ordinary Capital Strategic Development Program (OC SDP) (GN-2819-25), specifically Pillar 3 Essential Operational and Analytical Work: Sustainable, Resilient, and Inclusive Infrastructure (P3D), as it supports knowledge generation needed to promote the development of sustainable and inclusive transport infrastructure. Moreover, the TC is aligned with the Transportation Sector Framework Document (GN-2740-12), specifically with the Line of action 1: Promote efficient, inclusive, sustainable, and quality mobility for urban and interurban passengers; and Line of action 3: Strengthen sector institutions and regulations.
- 1.7 The Bank's value-added lies in combining international good practice, advanced analytical tools, and implementation-focused technical assistance to translate diagnostics into actionable reforms, while ensuring coherence with ongoing and future country and sector initiatives in urban transport.

¹ This remains the valid country strategy, as no extension or new strategy has been approved.

II. COMPONENTS

- 2.1 **Component 1: Support decongestion policies (US\$40,000).** This component will: (i) support the review and analysis of available traffic and mobility data, corridor prioritization, hotspot identification, development of visualization tools, and microsimulation of selected decongestion and demand-management measures. The component is expected to generate decision-ready technical inputs to support congestion management and improve transport planning capacity. The analysis under this component will help identify measures that can improve accessibility, travel reliability, and user conditions for diverse population groups, including women, persons with disabilities, older adults, and public transport users more broadly. Expected outputs under this component include: (i) a congestion diagnostic and corridor prioritization report; (ii) interactive congestion maps and visualization dashboards; (iii) calibrated microsimulation models for selected priority corridors; (iv) scenario analysis of targeted decongestion and demand-management measures.
- 2.2 **Component 2: PTSC service optimization roadmap (US\$60,000).** This component will support PTSC in developing a practical plan focused on service optimization. This component will review the operating environment to identify needed regulatory adjustments, propose priority route and service redesign, and define actionable steps for digital ticketing and passenger information. The roadmap will incorporate considerations related to accessibility, safety, passenger information, and user experience, which are particularly relevant for women, persons with disabilities, older adults, and other users with differentiated mobility needs. Expected outputs under this component include: (i) an operational diagnostic and institutional context; (ii) service optimization and route redesign proposals; (iii) a digital modernization roadmap, including digital ticketing and passenger information actions.
- 2.3 **Component 3: Support for rollingstock modernization and fleet service improvement (US\$50,000).** This component will support institutional, regulatory, and contractual considerations for the modernization, expansion, and improved deployment of PTSC's bus fleet. The component will provide options to enable rolling stock modernization in a financially, operationally, and institutionally sustainable manner, including an assessment of future fleet requirements to improve service coverage, access, reliability, and quality of service. By supporting a transition toward cleaner and more efficient, accessible, and fit-for-purpose fleet options, this component can contribute over time to a safer, more reliable, and more inclusive public transport system for different user groups, including women, elderly and persons with disabilities. Expected outputs under this component include: (i) a fleet baseline and readiness assessment; (ii) a fleet needs and service coverage assessment, including Operation and Maintenance, and phased fleet renewal; (iii) a review of the regulatory and contractual conditions, including identification of key legislative and policy constraints and recommended actions; (iv) assessment of implementation and partnership options.

- 2.4 **Expected Results.** This TC is expected to deliver the following development results: (i) improved government capacity to diagnose and manage road congestion, through the use of data-driven tools to identify priority corridors, evaluate congestion patterns, and assess the impacts of decongestion measures before implementation; (ii) enhanced decision-making for transport investments and policies, supported by microsimulation models, visual dashboards, and policy briefs that inform operational and demand-management interventions in high-impact corridors; and (iii) a transformation roadmap for PTSC, including institutional, service and route optimization measures, and phased actions for digital modernization.
- 2.5 **Beneficiaries.** Direct Beneficiaries are: (i) MTCA, through improved analytical tools, policy instruments, and technical capacity to manage congestion and plan investments; (ii) PTSC, through institutional diagnostics, service optimization recommendations, and modernization guidance: (i) public transport users, who are expected to benefit from improved service reliability, better information, enhanced accessibility, and safer terminals over time.

III. BUDGET

- 3.1 **Budget.** The indicative budget of the TC will be US\$150,000.00, which will be entirely financed by the OC SDP Pillar 3 - Sustainable, Resilient, and Inclusive Infrastructure (P3D). There will be no counterpart.

Budget in US\$		
Components	IDB (P3D)	Total
Component 1: Support decongestion policies.	US\$40,000	US\$40,000
Component 2: PTSC service optimization roadmap.	US\$60,000	US\$60,000
Component 3: Support for rollingstock modernization strategy.	US\$50,000	US\$50,000
Total	US\$150,000	US\$150,000

IV. EXECUTION STRUCTURE

- 4.1 **The IDB as Executing Agency.** The MTCA is the main beneficiary and the Government counterpart for the execution of this TC. MTCA will support the execution of this TC by providing policy guidance, facilitating access to relevant data, and coordinating with counterpart institutions and stakeholders.
- 4.2 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), through the Unit of Transport Division (INE/TSP).

- 4.3 This arrangement is justified by the limited institutional and human resource capacity of the MTCA to manage externally financed operations at this stage, and by the Government's interest in ensuring the timely and effective implementation of project activities.
- 4.4 **Institutional Capacity.** The institutional and fiduciary risk of this TC is assessed as low, as the project will be executed by the Bank in accordance with its established procurement and financial management policies. MTCA will participate as the beneficiary and Government counterpart, providing technical input and coordination support, while not being responsible for managing project funds or procurement. Capacity will be transferred to the MTCA and other relevant counterparts through structured technical working sessions, counterpart review of key deliverables, hands-on use of analytical tools, and practical guidance on applying the recommendations to planning, operations, and future investment decisions. The TC will also generate implementation-ready outputs, including diagnostics, roadmaps, technical specifications, and prioritized actions, which will remain with the client and support continuity beyond the execution period. As a result, procurement under the TC will be carried out under the Bank's standard ex-post supervision modality.
- 4.5 **Procurement.** All procurement to be executed under this TC 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.
- 4.6 **Execution and Disbursement Period.** The TC will have an execution period of 36 months, with disbursements scheduled in line with the contracting and implementation of consulting services under each component.
- 4.7 **Monitoring, Reporting, and Supervision.** The TC will be monitored and supervised by Bank. Oversight of execution will be led by TSP in coordination with the Bank's Country Office in Trinidad and Tobago, which will serve as the primary institutional focal point. Monitoring will focus on progress against planned outputs and deliverables under each component. Implementation progress and results will be recorded in the TC Monitoring and Reporting System (TCM) in accordance with Bank procedures. Periodic supervision meetings and technical reviews will be used to validate progress, address implementation issues, and ensure the quality and operational relevance of outputs.

V. POTENTIAL RISKS

- 5.1 Limited availability or poor quality of data related to route planning, fleet management and traffic enforcement may affect the precision of diagnostics,

modelling outputs and the strength of implementation recommendations. To mitigate this, the TC will maximize the use of existing IDB-supported datasets (including Waze-based analytics). Activities will prioritize actionable measures that can be supported by currently available evidence, while also identifying short-term, practical steps to improve data collection and management systems.

- 5.2 Resistance from users, operators, or institutions to measures that may affect travel behavior, operating practices, or mandates may cause delays in the adoption or implementation of recommended actions and reduce the effectiveness of proposed policy measures. This includes congestion management actions, service and route restructuring, parking or curbside reforms, and changes in service integration. To mitigate this, the TC will adopt a phased approach, use microsimulation and scenario analysis to test options prior to implementation, and support evidence-based communication of impacts and benefits. Recommendations will emphasize quick wins and visible user benefits to build acceptance.
- 5.3 Limited institutional capacity to internalize, maintain, and continue using the TC outputs may affect the sustainability of results, particularly where outputs involve analytical tools, dashboards, service optimization proposals, fleet modernization options, or implementation roadmaps. To mitigate this risk, the TC will include structured knowledge-transfer activities with MTCA, PTSC, and other relevant counterparts, including technical working sessions, counterpart review of key deliverables, hands-on use of tools and dashboards, and practical guidance on how to apply the recommendations in planning, operations, and future investment decisions. Deliverables will be designed as implementation-ready products, with clear responsibilities, sequencing, and prioritization, to facilitate continued use by government counterparts beyond the TC execution period.
- 5.4 **Intellectual Property.** This is an operation executed by the Bank and all knowledge products generated from Bank-executed activities within this TC will be the property of the Bank and may be made available to the public under a creative commons license. However, at the request of the beneficiary, in accordance with the provisions of AM-331, the intellectual property of said products may also be licensed through specific contractual commitments that shall be prepared with the advice of the Legal Department.

VI. EXCEPTIONS TO BANK POLICIES

- 6.1 There are no exceptions to any Bank policy.

VII. ENVIRONMENTAL AND SOCIAL ASPECTS

- 7.1 This TC is intended to finance pre-feasibility or feasibility studies of specific investment projects and the environmental and social studies associated with them; therefore, the terms of reference and products of this TC will be consistent with the 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
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