

TC ABSTRACT

I. Basic Project Data

▪ Country/Region:	TRINIDAD AND TOBAGO/CCB - Caribbean Group
▪ TC Name:	Organizational and Technological Innovation of Public Investment in Trinidad and Tobago
▪ TC Number:	TT-T1144
▪ Team Leader/Members:	LARIOS, JOSE I. (IFD/FMM) Team Leader; LLEMPEN LOPEZ, ZOILA CRISTINA (IFD/FMM) Alternate Team Leader; BRATHWAITE, NEECA N. (CCB/CTT); LOUIS-GRANT, PAULA (VPC/FMP); LOPEZ ARAGON, CARMEN CAROLINA (VPC/FMP); CANILLAS GOMEZ, MARIANA BELEN (IFD/FMM); CARMEN MONTESINOS IBANEZ (IFD/FMM); MENDOZA BENAVENTE, HORACIO (LEG/SGO); AGOSTINI, DORRI MICHELLE (CCB/CTT); LEWIS, ALIX (CCB/CTT); LIZA BUILES (IFD/FMM)
▪ Taxonomy:	Client Support
▪ Number and name of operation supported by the TC:	N/A
▪ Date of TC Abstract:	28 Jun 2023
▪ Beneficiary:	Ministry of Planning and Development
▪ Executing Agency:	INTER-AMERICAN DEVELOPMENT BANK
▪ IDB funding requested:	US\$100,000.00
▪ Local counterpart funding:	US\$0.00
▪ Disbursement period:	24 months
▪ Types of consultants:	Individuals
▪ Prepared by Unit:	IFD/FMM - Fiscal Management Division
▪ Unit of Disbursement Responsibility:	CCB/CTT - Ctry Off Trinidad & Tobago
▪ TC included in Country Strategy (y/n):	Yes
▪ TC included in CPD (y/n):	Yes
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Institutional capacity and rule of law

II. Objective and Justification

- 2.1 The objective of the TC is to increase management and spending efficiency of the public investment cycle in Trinidad and Tobago.
- 2.2 Significant capacity gaps exist in the critical divisions of the Ministry of Planning and Development (MPD) for Project Investment Management (PIM), Project Planning and Reconstruction Division (PPRD) and the Socio-Economic Policy Planning Division (SEPPD), and in the entities responsible for proposing, preparing and implementing projects. These capacity gaps are partly explained by problems in retaining and attracting well-qualified staff that beset the country's civil service as whole. Another issue is that the existing staff are not necessarily deployed efficiently - many are bogged down in mundane day-to-day administrative tasks - and the required training needed to exploit properly and fully their potential, as evidenced by their qualifications, is missing. The most glaring gap for PIM is the absence of project preparation and appraisal skills. A strong 'silo' mentality pervades the system. Coordination within the MPD and between MPD and the external entities involved in PIM, i.e., the Ministry of Finance and line ministries, is sub-optimal. Within line ministries, coordination between their investment coordination units and the entities under their ministries that generate and implement projects is also not as good as it should be.

While notionally the MPD has the lead coordination and oversight role for PIM, it is handicapped by spreading its human resources too thinly and not adopting a risk-based approach to PIM. In addition, information is managed through a combination of hard copy reports and spreadsheets developed by MPD officers. Each Officer creates and structures his/her own spreadsheet without a common conceptual framework and definitions which means that it is difficult to find common patterns among the different spreadsheets.

In this context, not all decisions about public investment are of the same amplitude and the PPRD's impact on the overall quality of the public investment portfolio could potentially be improved if it were to be organised in a way that better reflects this. This means organising so as to focus more of its scarce analytical expertise on large or risky capital investment projects, where poor decisions can be more costly, both in budgetary terms and in terms of lost opportunities for better social returns on taxpayers' money. The PIM system is currently missing a central repository of technical expertise, a function that the PPRD could potentially perform. Emanating partly from the issue of ambiguous authority, as described previously, PPRD has difficulty in assembling timely and comprehensive information from Ministries, Departments and Agencies (MDAs) to plan and implement the Public Sector Investment Programme. A more structured PIM system, back by a legal instrument could help, by regulating PIM business processes and information flows. The human resource constraints already outlined also have an effect on the quality and timeliness of information. Technology is another contributing factor since the PPRD currently uses a basic Project Management Information System but could benefit from a more modern Public Investment Management System, which links all MDAs to the PPRD and systematizes information collection across the project cycle, from the conception of a project to making it operational. Caution needs to be exercised in establishing such a system without having first established the underlying business processes .

III. Description of Activities and Outputs

- 3.1 **Component I: Technological Gap Analysis.** Review of the technological infrastructure that supports the Project Investment Management. Beyond the inventory of equipment, an important aspect of this component is to assess whether the current technological infrastructure is aligned with the needs of a modern PIM system.
- 3.2 **Component II: Information Management.** Review and improve the management of different flows of information where MPD is at the center, including (i) information provided to and shared by the Ministry of Finance (MF) regarding financial execution of investment projects; and (ii) procurement processes of investment projects that need to be analysed and streamlined improving efficiency.
- 3.3 **Component III: New Organizational Design and Data Analytics Training.** Based on the findings and recommendation regarding the new technological and infrastructure framework and the information management design, this component will propose a new way to organize human capital and provide data analytics training to pilot new methods, following the data analytics pilots already done for investments in different sectors.
- 3.4 **Component IV: Dissemination.** This component will finance the dissemination of products developed in the other three components.

IV. Budget

Indicative Budget

Activity/Component	IDB/Fund Funding	Counterpart Funding	Total Funding
Technological Gap	US\$30,000.00	US\$0.00	US\$30,000.00

Analysis			
Information Management	US\$35,000.00	US\$0.00	US\$35,000.00
New Organizational Design and Data Analytics Training	US\$30,000.00	US\$0.00	US\$30,000.00
Dissemination	US\$5,000.00	US\$0.00	US\$5,000.00
Total	US\$100,000.00	US\$0.00	US\$100,000.00

V. Executing Agency and Execution Structure

- 5.1 The MPD has chosen that the TC will be executed by the Bank.
- 5.2 To execute the technical activities in a more expedite manner and to have access to international talent.

VI. Project Risks and Issues

- 6.1 Change of authorities could change priorities, resistance to change by functional and technological staff of the MPD and resistance to share information required to advance with the activities and products of this TC.

VII. Environmental and Social Classification

- 7.1 The ESG classification for this operation is "undefined".