



Government of the Republic of Trinidad and Tobago
Ministry of Digital Transformation

BOLD

BUILDING OUR LIVES DIGITALLY

National Digital Transformation Strategy 2024-2027

CONNECT • ENGAGE • TRANSFORM





BOLD

BUILDING OUR LIVES DIGITALLY

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Preface

Enshrined in our national motto “Together We Aspire, Together We Achieve,” is the pivotal concept of our citizens working collectively to dream boldly and fulfill our ambitions for the type of nation we want to create. The Ministry of Digital Transformation believes that the power and purpose of digital technology starts with the human. It begins with our potential as a people; our aspirations and goals; the realities we face and the future we want to shape.

In an increasingly digital world, we have ever-evolving and unprecedented access to tools to help us achieve the society we strive for, in deeply personal and meaningful ways. Fundamental to this is our commitment to inclusion by design for all our citizens. This will enable our people to have access and relevant skills to use and develop this technology as levers to concretely improve the quality of our lives.

The development of digital technology is moving at a rapid pace and global competitiveness and innovation are

increasingly and intrinsically tied to being able to harness its power of digital technologies. The COVID-19 pandemic spotlighted the dire challenges of digital exclusion as well as the resilience of our people to adapt and use technology to share, learn, conduct business, and tend to our wellbeing. The energy of our citizens shines boldly in our unique expressions of culture and identity. If we apply and attune digital technologies to our local context, we can leverage them for meaningful society-centred growth, as together we define what is most important to us as a nation.

These tools are pivotal in the landscape in which we live. We have the opportunity to create a healthy ecosystem in which we can harness the brilliance of our people while unlocking the potential of technology. This will enable us to transform the way we grow our economy, interact with government services, communicate with each other locally and globally, and ultimately create, build and boldly shape the future of Trinidad and Tobago together.

Foreword

From Minister of Digital Transformation



Senator the Honourable
Hassel Bacchus
Minister of Digital
Transformation

It is my honour to introduce the *National Digital Transformation Strategy 2024-2027*. This Strategy is a living blueprint for a more connected Trinidad and Tobago. In an era where the pace of technological change is reshaping the world around us, the call to innovate and adapt has never been more urgent. Our nation stands at a pivotal juncture—a crossroad where opportunity meets ambition, and where our decisions today will define the trajectory of our future. The journey ahead is one of transformation, where the power of digital innovation will unlock new potentials across every facet of society.

Our Digital Transformation Strategy is not merely a roadmap; it is a bold vision for a future where technology serves as the backbone of our national growth and prosperity. It is a call to action for every citizen, every business, and every institution to embrace the digital age, to think beyond the status quo, and to reimagine what is possible. We are guided by a commitment to collaboration, innovation, and inclusivity. Together, we will create a digital landscape that is secure and resilient, vibrant and dynamic.

Our concept of a digitally transformed Trinidad and Tobago focuses on three interconnected pillars: *Digital Society*, *Digital Economy*, and

Digital Government that collectively offers a new way to address the end-to-end consumption and delivery of goods and services to customers using appropriate digital technology.

- The Digital Society pillar aims to make sure no one is left behind; everyone should have access to digital technology and be able to use it effectively.
- The Digital Economy encourages growth in the Information and Communications Technology (ICT) field, facilitates job creation, and attracts investment.
- The Digital Government pillar is designed to digitise Government information and digitalise business processes for more efficient services.

The Strategy was created by Trinidad and Tobago, for Trinidad and Tobago and by extension, the world. We collaborated with stakeholders and citizens from the Private Sector, Civil Society, and the Public Sector even collecting feedback in malls and other public spaces. This is a testament to the power of collaboration with each citizen equally contributing their unique perspectives and expertise. We listened to your ideas, your challenges, and your dreams for the future. Your role in developing this Strategy was integral to its

completion and greatly valued. To all of you, I extend my heartfelt thanks. Your hard work and commitment have been instrumental in shaping our digital future.

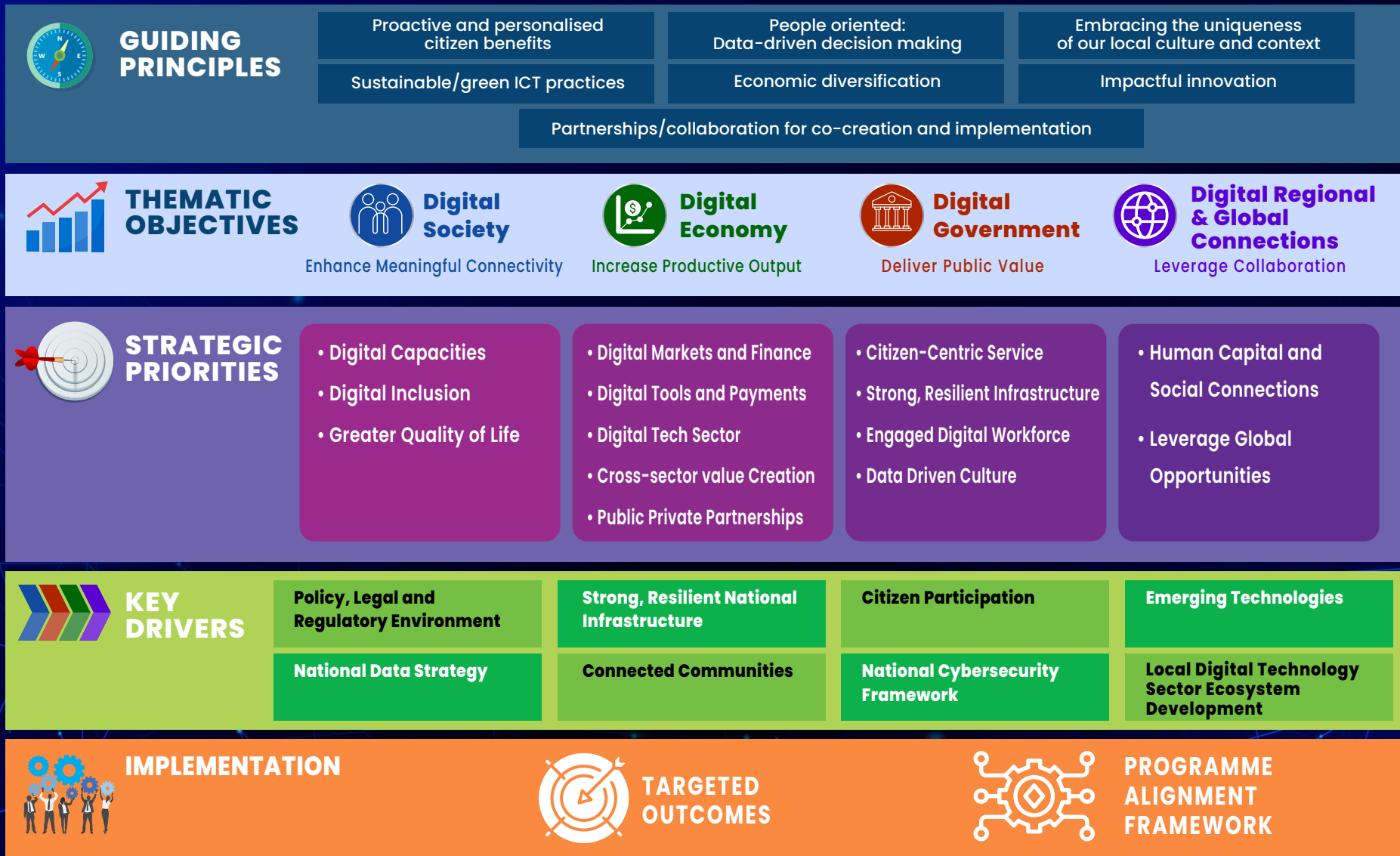
The journey ahead is not just about technology; it is about people. It is about ensuring that no one is left behind as we advance toward a digitally inclusive society. It is about fostering a culture of continuous learning, where the digital divide is bridged, and where every citizen has the opportunity to contribute to and benefit from our collective progress.

I urge all members of our national community to join us in *Building our Digital Society, Growing our Digital Economy, and Enabling our Digital Government*. Let this strategy be the foundation upon which we build a future of limitless possibilities. A future where our nation stands as a beacon of digital excellence, leading the world in harnessing technology to create a better, more connected, and more prosperous society for all. Your participation is not just desired but necessary for success as we forge our digital future for all of us and for generations to come.

Hazel Bacchus

Abbreviations

AI	Artificial Intelligence
CARICOM	Caribbean Community
CSME	CARICOM Single Market and Economy
CSIRT	Computer Security Incident Response Team
DECA.....	Digital Ecosystem Country Assessment
DRA.....	Digital Readiness Assessment
ESC	Eastern and Southern Caribbean
Fintech.....	Financial Technology
FILMCO.....	Filmmakers Collaborative of Trinidad and Tobago
GDPR.....	General Data Protection Regulation
GoRTT.....	Government of the Republic of Trinidad and Tobago
ICT.....	Information and Communication Technology
IoT	Internet of Things
MDT	Ministry of Digital Transformation
NDTS	National Digital Transformation Strategy
MLETR.....	Model Law on Electronic Transferable Records
MSME.....	Micro, Small and Medium Enterprises
SIDS.....	Small Island Developing States
TA	Technical Assistance
UNCITRAL	United Nations Commission on International Trade Law
UNDP	United Nations Development Programme
WGA	Whole of Government Approach
WSA.....	Whole of Society Approach



Overview of the National Digital Transformation Strategy of Trinidad and Tobago



Digital Transformation

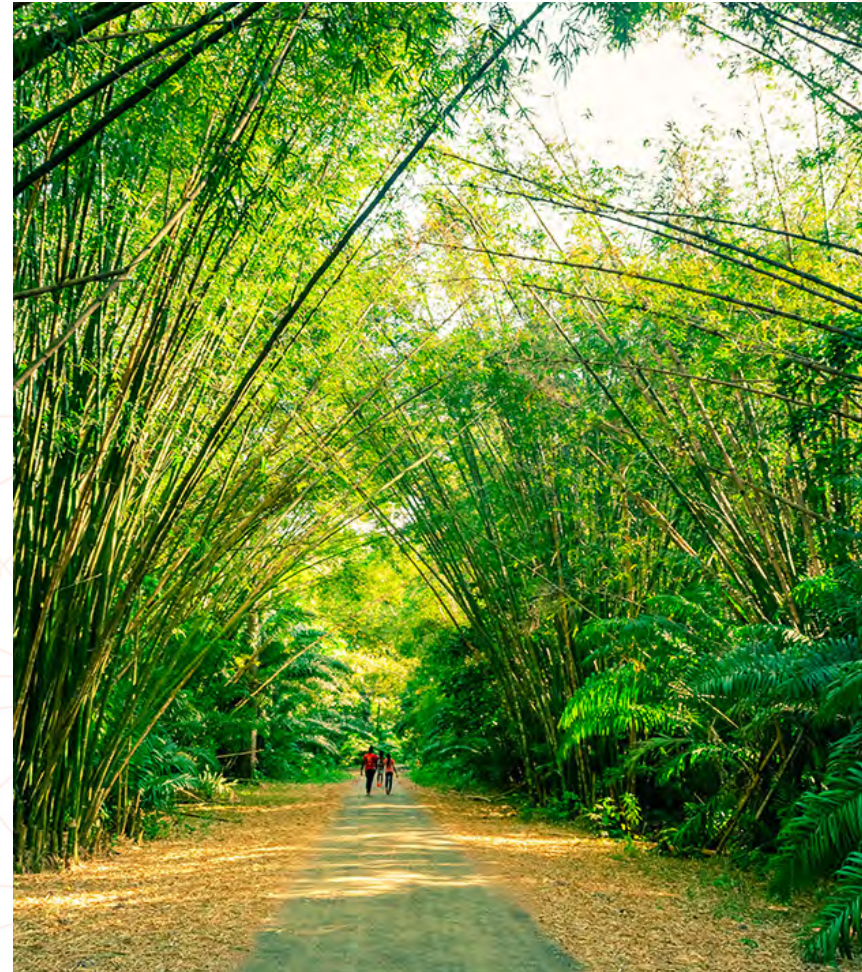


Co-Creation Process

The National Digital Transformation Strategy (NDTS) was developed through a collaborative, whole-of-society approach (WSA) involving diverse representation from the public and private sectors, civil society, academia, the diaspora and other stakeholder groups. The Ministry of Digital Transformation (MDT) of the Government of the Republic of Trinidad and Tobago (GoRTT) employed a multi-stakeholder engagement mechanism by convening four technical working groups that addressed specific themes:

- Digital Society
- Digital Economy
- Digital Government
- Regional Integration and Global Linkages

These groups collaborated to create a foundational framework that identified primary challenges and opportunities in each area and developed key objectives to address them.



The Digital Society working group focused on promoting digital literacy skills, citizen participation, inclusion and improving access thereby enhancing quality of life. The Digital Economy working group concentrated their efforts on leveraging Information Communication Technologies (ICTs) to drive economic growth and innovation, including developing e-commerce, digital payments, and other digital services. The Digital Government working group directed their attention to using ICTs to improve public sector services and make them more accessible, efficient, and transparent. The Regional Integration and Global Linkages working group focused on strengthening Trinidad and Tobago's position in the global digital economy, including collaboration with regional and international partners. The Technical Working Group Report is attached in Appendix 1.

The input from the Technical Working Groups provided a baseline which was then used to engage the wider national community. This was pursued through a series of comprehensive consultations

conducted with various stakeholder groups to ensure that the Strategy would be informed by inclusive, local context-specific priorities. The consultations were facilitated through virtual platforms and attracted the participation of over 600 attendees, including representation from the public and private sectors, civil society, academia, the diaspora and other stakeholders with an effort to be inclusive to marginal and vulnerable groups. The summary of the Consultations is attached at Appendix 2.



Background

What is Digital Transformation?

Our multi-stakeholder consultations with civil society, academia, business, and government defined Digital Transformation as:

“The adoption of digital tools and technologies to improve processes, contribute to greater efficiency and ultimately enhance the quality of life for individuals and communities. It is people-centred and encompasses accessibility, convenience, technology integration, creativity, inclusion, and security, all aimed at harnessing the power of digital technology to bring about positive change.”

What is Our Digital Transformation Strategy?

Vision and Values

The National Digital Transformation Strategy aims to position Trinidad and Tobago as a leader in the digital era. Following consultations with stakeholders, it was widely agreed that the overarching objective of the strategy should be to enhance the quality of life for all citizens through the effective deployment of technology with dominant themes of inclusivity, resilience and sustainability. The vision encapsulates the ethos the stakeholders believe the strategy should embody.

To realize this vision, stakeholders unanimously acknowledged the necessity for the national community to undertake decisive and intentional



Our vision is to boldly empower citizens to meaningfully benefit from digital technology to create a greater quality of life for all.

actions. Digital transformation fundamentally demands a fresh perspective on the implications of technological advancements for the national development agenda. The strategy boldly explores inventive opportunities with a citizen-centric focus at its core, emphasizing solutions crafted both for and by the people.

The values of the strategy resonate with a **BOLD** approach where we take a human-centred focus on improving our quality of life with technology as a tool.

“**B**uilding **O**ur **L**ives **D**igitally” and using this technology to support the uniqueness of our people Being Ourselves: Leveraging Digital.

The words **Connect**, **Engage**, and **Transform** as a collective effort become a call to action.

In the realm of infrastructure and technology, the strategy aims to meaningfully **Connect** by forging cutting-edge links, creating a novel, interconnected landscape that fearlessly rethinks the what, how, and why of our actions.

Simultaneously, it urges citizens to **Engage** actively, positioning people at the core of this digital evolution.

As technology Connects and people Engage, the strategy catalyzes a **Transformative** effect.

The synergy between infrastructure and citizen involvement becomes the catalyst for societal and developmental transformations, driving the nation toward a future where the strategic values of **BOLD** come to life, embodying the true spirit of Connecting, Engaging, and Transforming.

What is already happening?

The Ministry of Digital Transformation partnered with the United Nations Development Programme (UNDP) in 2022 to perform a rapid, evidence-driven diagnostic of the nation's current digital capabilities and needs. Their proven Digital Readiness Assessment (DRA) methodology has been deployed in more than 50 countries across the world, including Small Island Developing States (SIDS) such as ours. It helped

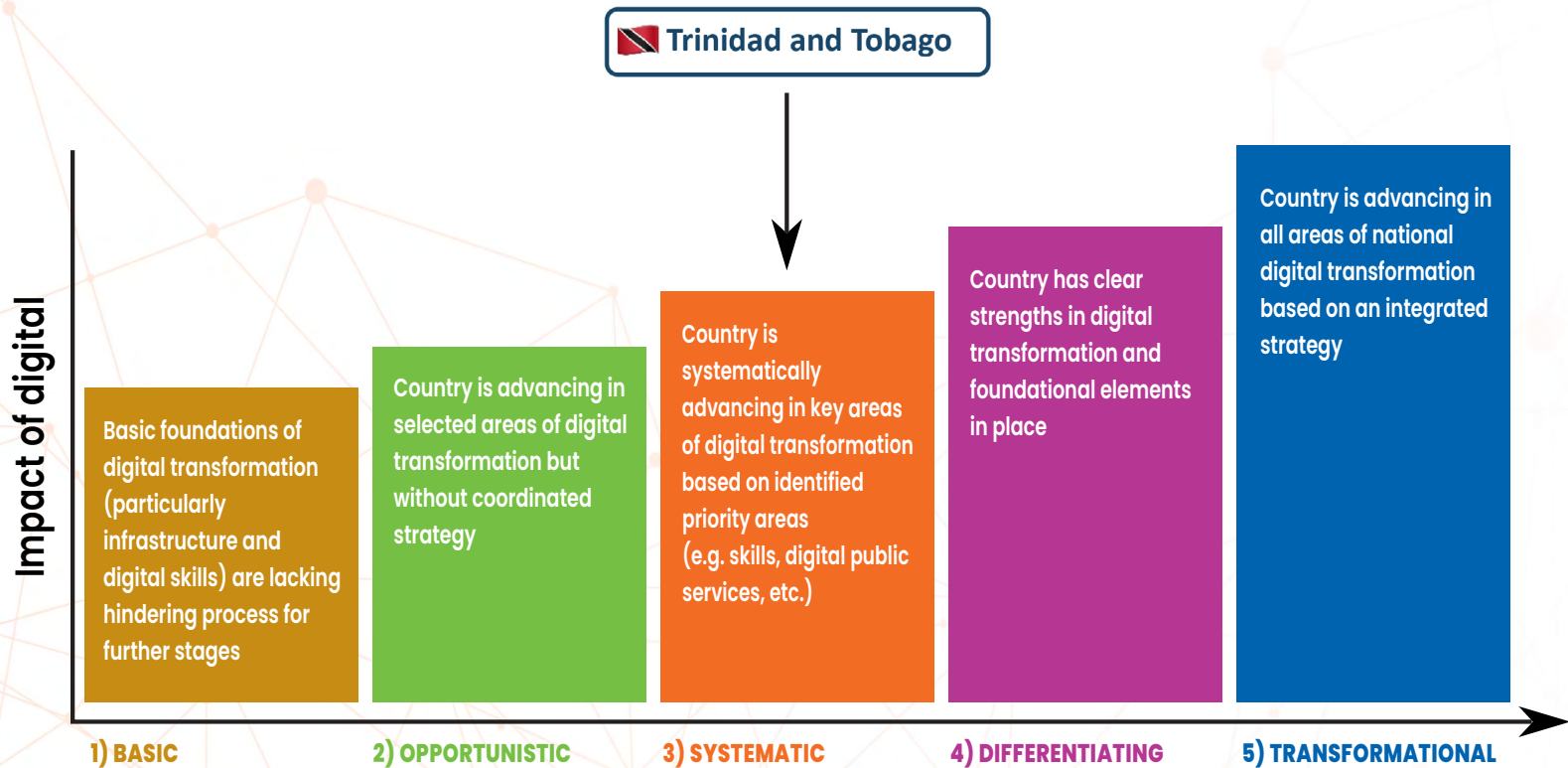
provide a snapshot of where we are on the journey to digital transformation.

On the scale of digital readiness, Trinidad and Tobago is currently assessed as **strong, systematic and ambitious**. This implies that the country is systematically advancing in key areas of digital transformation based on identified priority areas, and is strongly positioned for rapid catalytic progress.



Stages of Digital Readiness for Trinidad and Tobago

The Digital Readiness Assessment positions Trinidad and Tobago as a country systematically applying digital tools and approaches

IMPACT OF DIGITAL READINESS

(Source: UNDP DRA of Trinidad and Tobago)ⁱⁱ



Infrastructure and Connectivity

The Digital Readiness Assessment (DRA) notes that core connectivity infrastructure is strong. Trinidad and Tobago enjoys a few notable strengths in terms of the foundational elements of its digital preparedness. These include excellent population coverage of 2G and 3G mobile networks; above-average adult literacy rates; above-average preparedness and use of ICTs among individuals and establishment of basic e-commerce frameworkⁱⁱⁱ. Standing above world average is the Internet penetration rate per capita, which is currently at 71%, and fixed broadband subscriptions, which were around 24 per 100 people in 2021^{iv}. Facilities including data centre and Internet Exchange Points are promising steps towards driving more advanced connectivity, e.g. 5G and cloud. Mobile and fixed broadband are affordable with relatively high penetration but last-mile availability, access, and reliability need to be enhanced. Foundational entrepreneurial culture and support

are strong, but digital business enablement needs to be more targeted. Graduates struggle to remain globally competitive with the currently available digital skills training.



Digital Society

The Digital Readiness Assessment (DRA) found that Trinidad and Tobago displays strong digital literacy foundations and an appetite for digital products, reflected in high mobile penetration and social media use. The government should encourage the production of local digital content. There is also an opportunity to accelerate a coordinated approach towards building digital expertise across communities and facilitating lifelong digital upskilling. The Digital Inclusion Survey, ICT Labour Skills Assessment, Universal Service Fund, and ICT Access Centres, are promising steps towards measuring and addressing digital inclusion gaps. More, however still needs to be done to foster digital inclusion in vulnerable and marginalized populations.



The National Digital Inclusion Survey 2021 demonstrates a decline in Internet usage among the elderly with rates of usage falling from over 90% in age groups 5 to 44 year olds to 36.9% in persons 75 years or older. It also highlights the barriers to the use of assistive technologies by persons with disabilities, with 63.5% of this demographic not being aware of assistive technologies and even among those who are aware there is a challenge in accessing these technologies.

In terms of a strategic approach to Digital Transformation, the DRA has positively endorsed the leadership at a national level to ambitiously pursue the vision of a digital nation. This will be led by a focus on the delivery of digital public services and the restructuring of business processes using digital technology to catalyse a broader culture of innovation and entrepreneurship. Stakeholder support is strong and will be used at all levels to engage the national community throughout an agile implementation of the action items under this strategy to ensure participation, accountability and ultimately trust that the benefits will redound to all.



Digital Economy

The Digital Readiness Assessment (DRA) highlights that businesses' engagement with digital tools is sometimes constrained by unreliable connectivity, lack of credit, and a skills gap.

Greater efforts are required to demonstrate the role of digital in value creation for SMEs, as well as sustaining access to credit after COVID-19 relief schemes cease. The ease of doing business is improved by the digitalisation of business registration and lending schemes. There is an opportunity to engage the digital diaspora and leverage high mobile use to catalyse Fintech.

Further to this, the Digital Ecosystem Country Assessment (DECA) initiative for the Eastern and Southern Caribbean (ESC) was designed with the intent of assisting ESC countries to better understand, improve and harness Digital Technology to facilitate



accelerated development. The DECA concluded that some countries within the ESC region have already adopted central bank digital currencies and there are several efforts geared toward the utilisation of digital financial service technology.

Additionally, Fintech solution pilot projects across the region will aid in increasing financial inclusion and resilience. However, while the tech start-up environment is slowly increasing, investor confidence in technology solutions remains a challenge for entrepreneurs and there are limited options available in the formal education system for youth to advance emerging digital workforce skills. Moreover, while e-commerce uptake across the region has increased especially following the COVID-19 pandemic, suboptimal digital payment systems, as well as a lack of supporting legislation and a region-wide strategy remain a concern.

According to the Global Findex, approximately 80% of the adult population within Trinidad and Tobago possess an account at a financial institution

as of 2017. However, impediments to financial inclusion within the country include high bank fees, burdensome documentation processes within banks and limited physical accessibility due to the urban concentration of bank locations.

The DECA notes that there have been increases in the adoption of digital payment solutions within Trinidad and Tobago's public sector, for instance, through CourtPay which supports the online payment of court fees. However, regulations within the country are slow-paced when compared to innovation speed as it relates to digital financial systems. For example, the E-Money Issuer Order, 2020 is described as being too burdensome for small entities due to its fees and threshold requirements.

Digital talent within the country is insufficient for high-tech working environments and this is signified by the country's rating in 2017 of 5.67 in the ICT Development Index Skills Subindex and its decline in rank from 104 in 2016 to 106 in 2017. While a lack of digital talent remains a challenge for the country,



upskilling initiatives have been ongoing. For example, the Avasant Foundation has carried out digital skills training programs tailored to address the country's demands and gaps (such as cybersecurity skills).

The creative industry has also started to capitalise on opportunities concerning digital trade. This can be observed through the establishment of FILMCO2Go, a subscription-based streaming platform which was founded by local entities: the Filmmakers Collaborative of Trinidad and Tobago (FILMCO) and TEGO TV.

Efforts to improve trade efficiency within the country are also noted. As of May 2021, Trinidad and Tobago has begun issuing digital CARICOM certificates of origin, which consist of a barcode and digital signature aimed at facilitating smooth clearance processes. The country also developed a National e-Commerce Strategy (2017- 2021).



Digital Government

The Digital Readiness Assessment (DRA) found that digital transformation is endorsed by senior leadership in the form of a new dedicated ministry, but there is an opportunity for stronger cross-agency coordination and whole-of-government capacity building.

The DRA also found that:

- The data-driven decision-making culture could be strengthened;
- More Financial and Human Resources are needed in order to achieve ambitious Digital Transformation Goals;
- There is the opportunity to improve Open Data, as well as procurement to catalyse the ICT sector via a government-as-customer strategy.

The Digital Readiness Assessment (DRA) highlights that there have been systematic explorations in regulations that could future-proof digital economy developments – including reforms in data protection,



e-Signature, and e-Payments legislation. There is an opportunity for sector-specific regulators to better align with digital economy priorities, and work with private sector stakeholders to create an enabling environment for SMEs to adopt e-Commerce.

The National Cybersecurity Agenda must also be expedited as a matter of national priority. A robust and resilient cybersecurity regime is required in order to safeguard critical Digital infrastructure and systems, and to build user confidence.

Relevant legislation within the country includes the Electronic Transactions Act 2011 for electronic transactions; the Consumer Protection and Safety Act 1985 for consumer protection; the Data Protection Act 2011 for privacy and data protection; and the Computer Misuse Act 2000, Interception of

Communications Act 2010 and Draft Cybercrime Bill 2017 for cybercrime.



Digital Regional & Global Connections

While acknowledging the importance of existing technical assistance and cooperation mechanisms, it is recognised that linkages need to be forged with non-traditional regional partners through bilateral agreements, encouraging foreign investment and leveraging our homegrown assets while fostering inter-regional and global collaboration. Such engagement can facilitate the provision of practical and implementable knowledge-sharing that the country can adapt to its local context and simultaneously provide opportunities for the country to share its success and be a regional leader in digital technology. A similar approach is advocated for engagement beyond the hemisphere with the identification of comparator countries/ countries of interest and key international processes within which active participation is expected



to deliver mutual benefit and returns. A deep appreciation of the unique positioning and local context of Trinidad and Tobago and an openness to collaboration for mutual benefit is critical to this success.

Further development of relationships with our Latin American neighbours and regional integration within the Caribbean Community are key priorities. The establishment of the Single ICT Space as the digital component of the CARICOM Single Market and Economy (CSME) is now even more critical given the acceleration of digital uptake in response to the actions taken to mitigate the impact of the COVID-19 pandemic. The activities to be undertaken in realising the giant step of the CSME must be underpinned by technology if they are to be sustainable, impactful and allow for self-sufficiency. These improvements can be used as leverages for Trinidad and Tobago in the wider global context when we think about how we will situate ourselves among and be of service to our CARICOM neighbours, and occupy a strong and collaborative position in the global digital community.

Where Do We Want to Be?

In support of our Strategic Vision to boldly empower citizens to benefit from digital technologies to create a greater quality of life for all:



“Our top priority is “people’s well-being,” and we strive to “use digital technology to harness the creativity of our nation to drive progress” and “sustainable prosperity for everyone”.

Excerpt from Stakeholder Consultations





Guiding Principles

The following seven guiding principles are core to the ethos of the strategy:

1

Proactive and personalised citizen benefits:

Meeting the needs of our citizens in practical and purposeful ways is foundational to the strategy. We aim to achieve this by creating a personalised user experience which focuses on service delivery outcomes and puts the citizen at the forefront of planning and decision-making.

2

People-oriented - Data-driven decision making:

As the people of Trinidad and Tobago are at the core of this strategy, a deeper understanding of their needs, practices and the contexts of their everyday lives is essential in using digital technology in ways that are meaningful to them. High-quality data plays an ever-increasing role as a national strategic resource in achieving this. This strategy recognises the need for responsible collection, management, sharing and applications of data for more effective evidence-based policy, responsive governance and a resilient society.



3

Embracing the Uniqueness of our local culture and context:

Digital technology is a tool to foster a better society but we must define what this means based on the values that are important to us as a nation. We will remain human-centred and focus on shaping what digital transformation means in the context of the uniqueness of Trinidad and Tobago through our culture and to our people.

4

Impactful innovation:

Creativity and innovation are essential facets of the local culture of our people and are critical in fueling socio-economic growth and stability. We aim to provide opportunities that harness the energy of our citizens through technology and foster a supportive environment where creativity thrives. Technology will be developed and deployed to fuel innovative practices for positive and meaningful outcomes.

5

Economic diversification:

In today's ever-evolving, global economy, we must create and pursue opportunities for new revenue streams by expanding the ways in which digital technology can contribute to our socio-economic growth. These hinge on both effective, expansion of the ICT sector as a core contributor to the economy as well as using ICT as a cross-industry lever to improve efficiencies, facilitate ease of doing business and foster entrepreneurship.



6

Partnerships/collaboration for co-creation and implementation:

This Principle will focus on fostering collaboration and leveraging regional partnerships and global linkages to ensure that goods and services produced in Trinidad and Tobago utilise digital tools and opportunities to become more competitive within a global economy.

7

Sustainable/green ICT practices:

The healthy and holistic development of our country is integral to the values enshrined in this strategy. This means that we must act as good custodians of our nation through sustainable practices that tend to our environment now and for future generations. We aim to create an ecosystem that fosters the responsible use of digital technology that minimises the environmental footprint, especially with regard to non-renewable energy sources and an eco-friendly computing life cycle. This must ensure alignment with global commitments that the country has made to environmental sustainability and Climate Change mitigation.





Thematic Objectives and Strategic Priorities

Stakeholders have identified a critical set of thematic objectives and strategic priorities that form a core framework that drives transformation into a citizen-centric, Digital Nation. This framework comprises four interconnected pillars focused on the Digital Society, Digital Economy, Digital Government and Digital Regional & Global Connections.

This strategic framework is a coordinated, yet flexible approach aligned with the national development agenda as articulated in the National Development Strategy - Vision 2030 and the Roadmap to Recovery, which acknowledge the importance of utilizing digital technology in driving economic progress, improving citizens' lives, and transforming public sector services. It more broadly aligns with the United Nations Sustainable Development Goals (SDGs). Based on the thematic objectives, strategic

priorities highlight the main focus areas, under which key drivers and initiatives are identified to chart a programme plan for implementation. The National Digital Transformation Strategy takes a holistic approach to digital transformation, recognizing that it is not just about technology but about the people and the potential to challenge traditional models of government and business, leveraging the power of digital.



Vision 2030 Thematic Alignment:

- Putting People First:
- Nurturing Our Greatest Asset
- Placing the Environment at the Centre of Social and Economic Development.





Digital Society

Digital Society

Using Digital for Improved Quality of Life for Everyone

The Digital Society is based on engaging people where they are, understanding their needs and inclusively co-creating a nation that benefits from the opportunities and affordances of digital technology for improved quality of life. The Digital Society is envisioned to engage, connect, and transform with technology in locally, culturally sensitive, and contextually relevant ways. This aims to empower citizens to realise the values of a society that is important to them, and that respects human rights.

The strategic vision may be achieved through the realization of three primary objectives:





Vision for a Digital Society

All of society is empowered to achieve personal goals and contribute to national development through meaningful utilization of digital technology

Objective 1: Grow Digital capacities, creativity and opportunities for better Quality of Life;

Objective 2: Foster Digital inclusion to close socio-economic access/utilization/and creation gaps; and

Objective 3: Support our well-being in a creative, vibrant society where our unique national strengths can flourish, and citizens feel safe and secure.

The three (3) core strategic objectives of the Digital Society are outlined below. These will form the basis of the concrete implementation of targeted high-priority projects and activities over the next three (3) years.



See Action Alignment Framework (AAF) at Appendix 3

At the core of the vision is the people-focused, technology-driven concept of meaningful utilization and creation of a human-centred digital technology ecosystem that is relevant to the everyday lives of all of Trinidad and Tobago. This envisions a society where all citizens are:

- **Connected to stable and reliable infrastructure which provides a variety of services that are affordable, of high quality, safe and secure;**
- **Capable of accessing and utilising current, emerging and ever-evolving digital technologies in ways that enhance their lives and align with their values;**
- **Confident and skilled in relevant digital literacies, and fluencies; and are**
- **Creating with these technologies to solve problems and shape a better society.**



OBJECTIVE**1****Grow Digital capacities, creativity and opportunities for increased Quality of Life**

Significant progress has been made in ICT access through increased coverage across Trinidad and Tobago. The Digital Inclusion Survey (DIS) 2021 has highlighted the need to increase utilization maturity from basic access and skills to an accelerated and engaged digital society where everyone can derive the benefits of digital technology. We want to ensure that all citizens are developing the necessary literacies and fluencies to leverage digital technology in meaningful ways to improve their quality of life^{iv}. This extends to capitalising on opportunities to use technology to create contextually relevant and culturally attuned value.

How do we get there?

We will:

- (Re)define what digital literacy means in practice;
- Grow these digital literacy, skills and fluencies for meaningful application and development of technology through targeted programmes that are easily accessible to all;
- Constantly evolve and update this skill-base with relevance to new future of work demands while remaining true to our local context and values;
- Ensure that all citizens have the digital skills they need to thrive at every stage of life;
- Effectively utilise digital technology through pedagogical and curriculum reform in our formal and informal learning, education and training systems;
- Provide upskilling and reskilling opportunities to attend to current and future employment demands and retain local talent;
- Advance digital capacity development through bottom-up participation attuned to the local culture of Trinidad and Tobago;
- Support and encourage the application of digital technology as a tool to enhance public benefit and welfare across all sectors including a critical immediate emphasis on health, education, national security and food production.



OBJECTIVE

2

Fostering Digital inclusion to close socio-economic access/ utilization/and creation gaps

Even with increasing coverage and access, there are still marginalised groups of persons who experience significant challenges with participating in the digital society. We are committed to creating digital opportunities for gender equality, the elderly, people with disabilities, neurodivergent people and other marginalised and vulnerable segments to overcome the barriers that are in place for deriving socio-economic benefits from digital technology. We will increase the diversity of our digitally skilled workforce and the pathways that exist into the workplace. Additionally, we will address the last-mile constraints that still exist in areas of the country where rural and underserved communities do not have basic internet access or opportunities for meaningful connectivity.

How do we get there?

We will:

- Ensure Universal Access for all through robust digital and associated socio-economic infrastructure;
- Recognise that this infrastructural ecosystem includes but extends beyond physical connections and emphasises meaningful connectivity so citizens are empowered to use the infrastructure to bring benefit to their lives;
- Work to better understand the needs of all segments of our population so solutions can benefit everyone;
- Increase access, usage and opportunities for creation with targeted programmes for marginalised groups;
- Increase true accessibility in the digital environment by being user-centred and understanding and attending to citizen needs;
- Support diversity in the digital skills pool;
- Promote application of these skills in real and tangible ways to better our lives, and improve our capacities through increased participation;
- Modernise approaches to Universal Service by developing innovative models to improve management and make it more sustainable, inclusive and locally relevant.



OBJECTIVE

3

Supporting our well-being in a creative, vibrant society where our unique national strengths can flourish, and citizens feel safe and secure

The strength of our technological transformation is only as great as the utility it has in empowering our people to live a higher quality of life. We strive to enrich their everyday experience and enable them to use Emerging Technologies to embrace the unique strengths and talents of our citizens. Our stakeholders have emphasized that this means using digital technology in a way that embodies a deep respect for our human rights and enables a sense of safety and well-being as we adapt and develop digital technology as tools in our everyday communities of practice.

How do we get there?

We will:

- Foster an ecosystem that supports creativity with digital technology in locally embedded, culturally sensitive ways;
- Develop strategies on Emerging Technologies such as Artificial Intelligence (AI) Policy Strategy, Internet of Things (IoT), Blockchain and Robotics;
- Foster capacity building of Emerging Technologies with AI as a top priority;
- Support research and citizen participation on ensuring the ethical use of Emerging Technologies such as AI;
- Empower citizens and businesses to adopt and optimise new and resilient digital technology;
- Support opportunities for remote working to increase citizen productivity, work-life balance and quality of life;
- Safeguard the protection of human rights, child safety and the ethical use of technology;
- Roll out an updated and revamped National Cybersecurity Framework;





- Ensure safe and secure use of digital technology through Cybersecurity policy development and enforcement;
- Focus on cybersecurity awareness among the national community;
- Modernise and enforce Data Protection Legislation;
- Create a regulatory framework to ensure trust and provide legal certainty;
- Focus on greening technology throughout the lifecycle, tackling Climate Change and prioritise promoting environmental sustainability;
- Implement digital technology tools to attend to the vulnerabilities of our islands as SIDS while maximising the benefits of our local context.





Digital Economy



Digital Economy

Leveraging Digital for a more diversified, competitive and stable economy

The Digital Economy refers to all activity resulting from economic agents creating, harnessing, integrating and leveraging digital technology in a manner which contributes towards Trinidad and Tobago's development. This strategy aims to diversify and increase Trinidad and Tobago's GDP through new contributions from the Digital Economy and to champion digital solutions and applications that improve the ease of doing business and enhance the competitiveness of the local private sector.

The six (6) core strategic objectives of the Digital Economy are outlined below. These will form the



See Action Alignment Framework (AAF) at Appendix 3

Vision 2030 Thematic Alignment:

- Building Globally Competitive Businesses
- Putting People First: Nurturing Our Greatest Asset
- Improving Productivity through Quality Infrastructure and Transportation
- Placing the Environment at the Centre of Social and Economic Development.



Vision for a Digital Economy

Our vision is that Trinidad and Tobago's Digital Economy leverages an ecosystem which nurtures entrepreneurship and promotes social, macroeconomic and environmental sustainability

The Digital Economy strategic framework embodies the critical prerequisites needed to grow the Digital Economy, namely an enabling environment and strong infrastructure. Central to this are the following:

- **Data, Research & Development:** Supporting the development of electronic collection, data architectures, research capacities, infrastructures, open platforms, business analytics and analysis needed to drive the Digital Economy.
- **Innovation, Entrepreneurship and Digital Business:** Resourcing, accelerating, and incorporating innovation to create a healthy ecosystem inclusive of an enabling policy environment that supports the development and application of digital technology for improved business, trade, commerce, exports and growth.
- **Digital Technology and Cultural Development:** Supporting the creation, development and promotion of Trinidad and Tobago's culture, art, and knowledge using Emerging Technologies.
- **Digital Financial Services:** Encouraging financial innovation to enable alternative forms of finance and move into a financially inclusive, cashless economy.

basis of the concrete implementation of targeted high-priority projects and activities over the next three (3) years).

Objective 1: Inclusive access for all to ICT, digital finance and digital markets (both domestic and international markets);

Objective 2: A modern, responsive and enabling policy environment for innovation to operate and scale in the market;

Objective 3: Strengthen strategic positioning of the Digital Technology Sector;

Objective 4: Increase value creation through cross-sector applications of ICT;

Objective 5: Digital tools and digital payments are embraced by consumers and businesses to improve operations and gain access to broader opportunities in the digital economy; and

Objective 6: The public and private sectors work together to identify, nurture, strengthen and realize new comparative advantages that grow Trinidad and Tobago's digital economy.

OBJECTIVE

1

Inclusive access for all to ICT, digital finance and digital markets (both domestic and international markets)

Trinidad and Tobago provides wide access and connectivity to mobile and internet infrastructures. However, affordability and speed of internet for certain population segments especially lower income, vulnerable and rural households, can be improved. In addition, to grow Trinidad and Tobago's Digital Economy, access to and usage of easy and fast digital payment systems are critical. An inclusive ecosystem needs to be better established in order to enable the foundation for a strong Digital Economy.

How do we get there?

We will:

- Ensure Universal Inclusive Access to ICT and associated technological and financial tools, particularly for traditionally excluded populations;
- Modernize payment Infrastructures to enable faster digital payments while strengthening access to and utilisation of these facilities by consumers.



OBJECTIVE

2

A modern, responsive and enabling policy environment for innovation to operate and scale in the market

While the regulatory environment to facilitate the Digital Economy has made strides over time, some critical policies need to be put in place and legislation proclaimed. Other aspects of critical legislation have not yet been updated to cover the Digital Economy more broadly, such as cybersecurity. More can be done to add specificity to the digital economy and further increase trust in digital finance and the Digital Economy. Challenges persist with respect to governance and contract enforcement. To accelerate the digital economy, Trinidad and Tobago's legal, regulatory and policy environment will need to facilitate and promote innovation to scale and better facilitate the adoption of digital finance and e-Commerce.

How do we get there?

We will:

- Strengthen policy, licensing and supervision regimes to more quickly enable financial innovation to come to market;
- Ensure full proclamation and enactment of key legislation, as well as updating of older legislation, to enable the Digital Economy;
- Build stronger governance and protection regimes to safeguard trust around digital economy activities;
- Develop and enforce new regulatory frameworks specific to e-Waste and ICT sustainability requirements

OBJECTIVE

3

Strengthen Strategic Positioning of the Digital Technology Sector

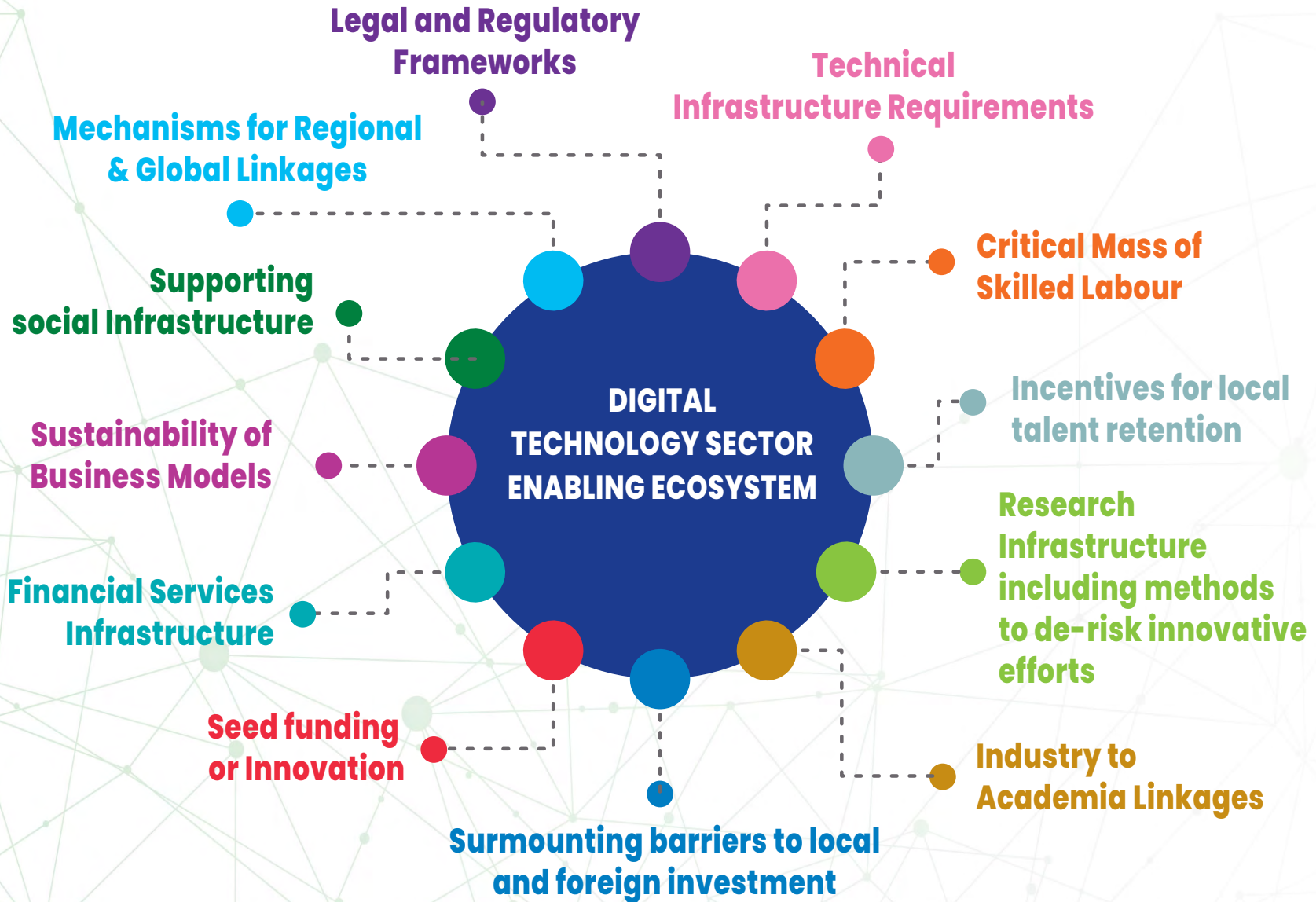
Trinidad and Tobago has the potential to develop both a product and service-based digital technology industry and therefore can position itself as a provider for the regional and global markets. This would require a critical mass of both local and international firms (including MSMEs) operating within the domestic space. To achieve that goal, Trinidad and Tobago needs to address the major challenges identified by aspiring local digital technology entrepreneurs to establish the enabling ecosystem.

How do we get there?

We will:

- Develop a healthy ecosystem to incentivise and support a sustainable product and service-based digital industry;
- Provide the necessary infrastructure for a digital technology ecosystem including technological, financial and social support;
- Build and retain local talent so they can benefit from digital opportunities in the future of work in concrete ways;
- Support a culture of entrepreneurship by facilitating start-up education, propagation of best practices, networking, and peer support;
- Encourage development of Open-Source solutions for greater community collaboration, interoperability, transparency and reliability;
- Support local talent through sustainable funding opportunities;
- Collaborate with the investment community to solve funding pressures;
- Focus on attracting investment in our local digital technology industry;
- Promote Trinidad and Tobago's digital technology presence in the regional and global economy.





OBJECTIVE

4

Increased value creation through cross-sector applications of ICT

In a fully developed digital economy, the ultimate goal is meaningful access, utilization and value creation by and for citizens. Technology then is a tool that allows businesses to translate ideas into actions and actions into concrete benefits for society. These actions have to be supported by an enabling environment that embodies innovation at the individual, institutional and national levels. Increasing exposure through ICTs to technological advancements across targeted sectors such as agriculture and agro-processing, creative sectors, cultural and artisanal products, manufacturing, and service industries will foster and facilitate the exploration of economic diversification.

How do we get there?

We will:

- Facilitate e-Commerce advancement and diversification among MSMEs;
- Create and support effective frameworks for ICT innovation in targeted sectors;
- Utilise digital technology to ease doing business;
- Promote utilisation of local home-grown and Open-Source digital technology solutions;
- Leverage public-private partnerships for funding of new entrepreneurial initiatives.



OBJECTIVE

5

Digital tools and digital payments are embraced by consumers and businesses to improve operations and gain access to broader opportunities in the digital economy

While access to mobile phones, internet and a formal, regulated transaction account is relatively high in Trinidad and Tobago, mainstream usage of electronic payments remains low. Many businesses conduct the majority of their digital operations via Facebook, Instagram and WhatsApp, in part due to the lack of digital marketplaces in Trinidad and Tobago (see Objective 1). In addition, many consumers and businesses face challenges migrating more businesses onto digital platforms given the constraints of adopting and using digital services – in particular, making online payments and transacting digitally. In addition, a lack of trust may be underpinning voluntary financial exclusion from digital services. The lack of clear mechanisms to measure aspects of the digital economy, as well as data gaps, makes it difficult to identify opportunities for growth as well as core constraints and challenges (beyond those outlined within the strategy) with certainty.

How do we get there?

We will:

- Establish robust data infrastructures to facilitate accurate monitoring, research and development for digital financial inclusion and the digital economy;
- Scale and strengthen government initiatives to ease doing business, digitise operations and introduce incentives to shift business and transactions to digital rails;
- Sensitise consumers, entrepreneurs and businesses on availability of resources and provide services to help digitize their intellectual property/business.

OBJECTIVE

6

The public and private sectors work together to identify, nurture, strengthen and realise new comparative advantages that grow Trinidad and Tobago's digital economy

While the costs and procedures associated with starting a business have eased, more can be done to foster and accelerate innovation in Trinidad and Tobago. Government-backed innovation programs can help identify new opportunities for public-private sector stakeholders to engage, accelerate and grow innovation to solve national needs. In addition, it can help to stimulate innovation to solve core constraints that consumers and businesses face when registering their business, accessing finance, and growing their business. Furthermore, robust research and development initiatives can provide stakeholders with the means to explore and drive innovation, leading to the realization of new competitive advantages that Trinidad and Tobago can leverage to contribute to its economy.

How do we get there?

We will:

- Develop roadmaps to drive digital financial inclusion, e-Commerce and opportunities for new digital businesses;
- Establish and strengthen government-sponsored innovation, business and developer hubs as well as resources for research and development;
- Explore ways to enable innovative forms of financing for micro and small businesses.





Digital Government



Digital Government

Delivering Service-Oriented, Citizen-Centric Government

Achieving our aspirations for a transformed public sector requires an outcome focused on the **delivery of public value**. The purpose and duty of the public service is to serve all of society, regardless of age, gender, location or opinion. In a world where people expect the government to deliver public services effectively and at speed, governments all over the world, have been slow to tap the transformative potential of digital technology to change the way it does business. The imperative is to improve how the public sector works, how it organises itself and how it serves its customers quickly and effectively. This is the meaning of transformation. It is only as effective as the benefits it delivers to the citizens. Technology is not change itself; it is one of the fundamental enabling



Vision 2030 Thematic Alignment:

- Delivering Good Governance and Service Excellence
- Putting People First: Nurturing Our Greatest Asset
- Improving Productivity through Quality Infrastructure and Transportation
- Placing the Environment at the Centre of Social and Economic Development.

Vision for Digital Government

Digital Government is a meaningfully transformed public sector that promotes increased people engagement, and provides improved service delivery, enhanced transparency and greater accountability, through the provision of digital end-to-end government products and services.



components of transformational change.

The four (4) core strategic objectives of Digital Government are outlined below. These will form the basis of the concrete implementation of targeted high-priority projects and activities over the next three (3) years.



See Action Alignment Framework (AAF) at Appendix 3

Objective 1: Focus on citizen-centric service design and delivery for digital-first, no wrong door;

Objective 2: Deploy utility-based, secure and resilient infrastructure, interoperability for data exchange and seamless transactions;

Objective 3: Build an engaged digital workforce; and

Objective 4: Create the foundation for a data-driven, decision-making culture.

OBJECTIVE

1

Focus on citizen-centric service design and delivery for digital-first, no wrong door

Environmental levers have increased the urgency of citizen-centric service delivery. Government must be deliberately oriented towards their needs. Citizens deserve transparent, efficient services (i.e., services must be available, convenient, consistent, relevant and delivered end-to-end). This will transform the relationship between citizens and the public sector, putting more power in the hands of citizens with government being more responsive to their needs and focused on best serving them.

How do we get there?

We will:

- Provide intuitive, accessible and user-friendly digital services for all;
- Improve the service experience of all stakeholders;
- Align services provided by ministries into clusters;
- Establish end-to-end service delivery models;
- Build Centre of Excellence Capacity;
- Create greater ease for citizens by empowering clients to be able to transact business at a point that is convenient to them through omnichannel service delivery;
- Simplify services so they are less cumbersome for citizens;
- Use digital technology to facilitate greater citizen engagement and participation;
- Partner with citizens and businesses for solution-focused co-creation;



- Facilitate telemedicine and health and well-being care delivery that reaches citizens at the point of need;
- Prioritise citizen safety and national security using enhanced technological tools (eg geo-location technology) while ensuring personal privacy is treated as sensitive and confidential data;
- Use digital tools and enhanced data collection to work together with citizens for public safety and crime prevention, reporting and mitigation.



OBJECTIVE

2

Deployment of utility-based, secure and resilient infrastructure, interoperability for data exchange and seamless transactions

The Government has continued to make significant investments in ICT systems, many of which have created costly legacy obligations that have not been able to provide the capacity, capability and flexibility to support new operating models. Moving to a utility-based approach will leverage the implementation of a Government Cloud with shared platforms, components and reusable business capabilities, thereby reducing duplication and cost, and increasing efficiency across government. The Whole of Government (WGA) approach which is required to enable seamless transactions also requires higher levels of interoperability ensuring that government data is properly managed, protected and (where non-sensitive) made available and shared effectively.

How do we get there?

We will:

- Design and deploy systems that are adaptable, resilient, iterative and secure;
- Ensure reliability and resilience of public sector processes and technology;
- Establish an Integrated Services and Support Centre;
- Align infrastructure to achieve economies of scale;
- Strengthen Governance Framework;
- Provide the workforce with the tools and connectivity to maximise their impact;
- Develop a Government cloud and associated applications;
- Establish a Government data centre with on-island resilient infrastructure to ensure business continuity and a flexible utility-based model for digital infrastructure;



- Build and execute strategies for effective deployment of Emerging Technologies such as AI;
- Engage with Open-Source communities to foster innovation and adaptability and promote cost-effective, home-grown, agile and secure digital government solutions.



OBJECTIVE

3

Build an engaged digital workforce

We must continue to build the Public Sector Workforce into a culture of excellence that benefits from the utility of digital technology. Enhancing operations with a fresh growth mindset, an upskilled workforce will deliver Digital First services that prioritise efficiency, convenience and ultimately the needs of citizens. This will be crucial for supporting Digital Government initiatives in delivering value. We need to cultivate an environment where our valuable human resources leverage improved workplace tools and processes; simplifying tasks for public officers for increased efficacy, and enhanced ease of interaction for citizens accessing government services. This includes sourcing appropriate workplace technology, business cases, processes, common technology across the public sector and introducing new channels. This must be coordinated and championed through governance and leadership to ensure that employees get excited and remain engaged about the new possibilities that digital technology can facilitate.

How do we get there?

We will:

- Drive meaningful change and transformation throughout the Public Service;
- Build digital skills capacity to delight citizens in a customer-centric model;
- Upskill public service workforce for Twenty-first-century skills;
- Transform processes and equip the workforce with tools to use existing and Emerging Technologies for improved productivity;
- Enhance results and impact not just technology to create public value;
- Empower the workforce to generate and integrate bottom-up solutions at all levels of the public service.

OBJECTIVE**4****Create the foundation for a data-driven, decision-making culture**

Even with the advances in technology and increased availability of data to make public policy decisions, the sharing of data amongst government ministries and agencies is still ad hoc and applied inconsistently, reinforced by cultural and institutional norms, characterised by the siloed nature of government. Open Data and Open Government acknowledge that data is valuable, not only to its public sector custodians but to the public it serves. Deriving the most value from this Strategic National Resource will require a cultural shift as part of a data strategy for government. The reliance on good data that provides rich qualitative and quantitative insights for improved decision-making and evidence-based policy should also be the foundation of ICT strategic planning within ministries, to align all plans with the national macro-planning framework to which the National Digital Transformation Strategy contributes.

How do we get there?

We will:

- Establish a data-driven decision-making culture;
- Prioritize funding allocation through improved alignment;
- Ensure the security of systems and data;
- Improve accessibility to public sector data for greater transparency and innovation;
- Use data in identifying pain points and solutions for evidence-based policy and improved decision-making;
- Create a skills bank where national human resources can be better understood and utilised and trends forecasted through enhanced planning;
- Enable a more proactive and responsive government by being able to quickly deploy resources based on high-quality data.



Digital Regional and Global Connections

Digital Regional and Global Connections

Strengthening Regional Integration and Global Linkages through Digital Opportunities

The National Digital Transformation Strategy has identified partnerships and collaboration as foundational principles for the successful execution and implementation of digital technology. To this end, the development of the National Digital Transformation Strategy has involved the close collaboration of key stakeholders, all of whom are regarded as potential partners be they domestic or foreign; national, regional or international organisations or countries. Consequently, targeted engagement strategies must be developed and adopted for the establishment of meaningful and



Vision 2030 Thematic Alignment:

- Putting People First: Nurturing Our Greatest Asset
- Delivering Good Governance and Service Excellence
- Building Globally Competitive Businesses
- Placing the Environment at the Centre of Social and Economic Development.



impactful relationships. This will facilitate leveraging of the expertise and knowledge of countries and organisations (in the public and private sphere) from which learnings can be derived, experiences and expertise shared and pitfalls identified and avoided.

Caribbean regional integration is indispensable for tackling common challenges in trade, labour, economic scalability and further accessing global value chains. Digital transformation at a national level and the attendant effects of a Single ICT Space may improve the success and sustainability of integration efforts by delivering new value through innovative business models, and improving the efficiency of current trade and economic systems. Even as digital technologies reduce barriers to business expansion into new markets, the pooling of resources, skills and talents among Caribbean people, against the backdrop of similar cultural and historical trajectories, will enrich the value that the Caribbean brings to the global market.

Vision for Digital Regional and Global Connections

Trinidad and Tobago maximises the power of digital technology to create meaningful connections regionally and globally to benefit all.





The focus on Regional Integration and Global Linkages will therefore prioritize the following objectives and key actions:

Objective 1: Effectively Use and Develop Human Capital and Social Connections; and

Objective 2: Leverage Global Opportunities for Meaningful Digital Development through Policy and Partnerships.

These two (2) core strategic objectives of the Digital Global and Regional Connections are outlined below. They will form the basis of the concrete implementation of targeted high-priority projects and activities over the next three (3) years).



See Action Alignment Framework (AAF) at Appendix 3

OBJECTIVE

1

Effectively Use and Develop Human Capital and Social Connections

Technology adoption and digital transformation plans do not guarantee successful outcomes if people are not intentionally positioned at the centre of change. Such positioning is a twofold expectation: people who administer and use services are the most appropriate advisors of the requisite changes to bring about effective and meaningful transformation; and the skills, talent and architecture behind new transformative systems may come from human capital with Trinidad and Tobago interests irrespective of where they reside.

Diaspora communities are key agents of change, as they bring new and extensive opportunities for social and economic contributions. Contrary to international financial institutions, they can provide targeted assistance to families, entrepreneurs and MSMEs as the need for interlocutors is diminished given their affinity with pertinent stakeholders, and familiarity with local contexts, through platforms such as social media.

How do we get there?

We will:

- Create incentives to leverage the skills, talents and experiences of the Trinidad and Tobago diaspora;
- Promote bottom-up partnerships to create an enabling environment for diasporic changes and enhance practices that already exist;
- Identify opportunities where Trinidad and Tobago engages with confidence in the global arena



OBJECTIVE**2****Leverage Global Opportunities for Meaningful Digital Development through Policy and Partnerships**

Technical Assistance (TA) has been pursued primarily with traditional partners and in keeping with set procedures through formally established mechanisms. While the use of these instruments is often static, the acceleration in technological adoption brought about because of the COVID-19 pandemic, the increasing expectation of citizens that the Government will deliver digital tools and services and the ongoing evolution of digital technology are among the many factors that necessitate new and innovative approaches to technical cooperation and technical assistance. TA should be informed of the specific needs and interests of the beneficiary. Moreover, as Small Island Developing States (SIDS), there is a need to ensure participation and representation of our interests on the global policy agenda to ensure that our contexts are adequately and appropriately considered and that this translates into concrete actionable steps and solutions.

How do we get there?

We will:

- Foster strategic alliances for cooperation;
- Leverage regional free movement of labour and productivity;
- Ensure alignment with global standards and protocols that we can leverage for stronger socio-economic infrastructure;
- Localize international best practices and derive benefit from associated resources;
- Promote local digital products and services in the international arena;
- Contribute to global policy making and in turn the global policy agenda so that it meets the needs of Small Island Developing States (SIDS);
- Ensure participation and representation in the international policy ecosystem in critical areas relating to responsible, sustainable and inclusive use of Digital Technology including Internet Governance, Climate Change, Emergency Management, Human Rights, Cybersecurity and Emerging Technologies such as Artificial Intelligence.



Catalyzing The National Digital Transformation Strategy



Key Drivers

Several foundational elements will provide the impetus for deriving the benefits of digital technology at a national level. Across the pillars of Digital Society, Digital Economy, Digital Government and Digital Global and Regional Connections, these key drivers will accelerate the realisation of the strategic outcomes and objectives by providing catalysts for the development and implementation of thematic initiatives. The areas of focus are as follows:

1 Citizen Participation

We are committed to enabling citizen participation in the digital environment through the implementation of ***National Digital Identity (e-ID) and Citizen Engagement Strategies***.

A key initiative to support better service delivery to citizens is the e-ID. As the foundation for a secure mechanism of authentication, the e-ID will allow citizens to safely and conveniently transact business offered by multiple channels of Digital



Government. This will extend the current services offered by ttconnect ID which provides a single sign-on, eliminating the need for multiple forms of identification and proof of address, which would improve ease of access. It would also allow for personalised services based on the citizen's profile which could include targeted provision of social services benefits (public assistance and old-age pension), academic credentials management (S.E.A. registration and results, CSEC registration and results), health benefits (Chronic Disease Assistance Programme and free vaccinations) and other identification-based services (driver's licences, passports, electoral identification).

An essential element of e-ID development and deployment is ensuring that it is a safe, secure and trustworthy tool for citizens. It will be inclusive and will allow greater access to government services by everyone, including persons with disabilities, the elderly and low income communities. The e-ID will be society-centred and focus on increasing citizen benefit with a focus on safeguarding privacy rights and preventing discriminatory practices. Across all digital areas, the e-ID is the key element for stakeholder participation and engagement.

We will encourage the effective use of digital technologies to enhance the engagement process so our citizens are empowered to have their say about the services that matter to them. We will adopt a model of participatory governance to engage citizens in the design, implementation, and evaluation of public policies and services. This approach recognizes that citizens need to have a say in decisions that affect their lives, ensuring that government decisions are informed by their needs and aspirations. The participatory governance model is based on the principles of transparency, accountability, and responsiveness, which are critical to the National Development Strategy. This model develops strategies for sustained engagement of stakeholders, ensuring that our policies and initiatives are inclusive, collaborative, and responsive to the needs of citizens. By providing citizens with digital tools that enable them to connect, engage and transform with the government and other stakeholders, we aim to create a more inclusive, transparent, and accountable government that meets the needs and aspirations of all Trinidadians and Tobagonians inclusively. We will build and deploy specialized citizen engagement strategies to this end.



These will create an interactive space that will facilitate continuous dialogue, incorporate robust feedback mechanisms, and significantly contribute to the advancement of e-Democracy by enhancing the breadth and depth of stakeholder engagement.

How do we get there?

We will:

- Ensure that all citizens have access to a personal electronic ID (e-ID);
- Deploy best-of-breed technology in the development of the e-ID and associated systems to ensure it is safe and secure;
- Protect citizens from data breaches and privacy risks by implementing robust cybersecurity measures, strict data-sharing protocols, and stringent regulations against abuse by third-parties;
- Utilize this e-ID to deliver effective and efficient services to citizens;
- Increase citizen participation through the deployment of inclusive engagement strategies that leverage digital technology tools;

- Facilitate effective multi-stakeholder participation so all citizens can have their voices heard, their needs understood and their input realized in society-centred actionable and concrete positive change.

2 Policy, Legal and Regulatory Environment

Following the evolution of ICT strategic planning since *fastforward* (2003) the approach of government has been that of minimalistic and “light-touch”, acknowledging the maturity of the environment and the need to remain flexible, affording protection where required while facilitating open market activity. While the legislative framework has been in place with the Electronic Transactions and Data Protection and Privacy Acts, as technology has evolved and matured, changes are required to modernise the policy, legal and regulatory environment.

How do we get there?

We will:

- Develop a robust policy ecosystem to review, create, update and retire policy instruments to ensure that the supportive policy and regulatory environment is in place to support the digital transformation pillars in practice;

- Ensure that appropriate standards and guidelines are developed to drive an excellence-driven, locally relevant approach to implementing digital transformation;
- Foster an enabling policy environment to facilitate socio-technological infrastructural development, human capacity development and human rights protection;
- Support economic diversification and associated tools such as ePayments and Fintech;
- Modernise regulatory instruments to ensure their current relevance. For example, amending the Electronic Transactions Act to include provisions for the Model Law on Electronic Transferable Records (MLETR) as prescribed by United Nations Commission on International Trade Law (UNCITRAL), to provide a robust framework for cross-border digital transactions;
- Harmonise regulatory tools to meet international best practice. For example, amending elements of the Data Protection and Privacy Act as a priority to maintain compliance with international standards such as the General Data Protection Regulation (GDPR) of the European Union;

- Ensure that citizens have opportunities to participate in the creation of a policy environment that is both relevant and empowering.

National Data Strategy

We will prioritise Open Data as a shared national resource, managed through the implementation of a **National Data Strategy**. Our Data is valuable, and as such has become the lifeblood of digital. The many forms of data that are generated through transactions and interactions among citizens, businesses and government can yield benefits to improve customer service, increase operational efficiency and provide input to decision-making, setting an environment for greater innovation. This requires a deliberate approach to the practices of electronic data collection, data management and data quality that would become embedded into the national digital landscape and require thought leadership and collaboration among the public and private sectors and academia, leveraging technical assistance and specialist input from both local talent and international partners.



Personal data requires special attention, especially with the increased use of Artificial Intelligence and machine learning. This enables systems to create digital profiles that in many contexts can be exploited for unauthorised usage or to engage in acts of malfeasance, creating security risks even at a national level. The Office of the Information and Privacy Commissioner will develop and implement standards and guidelines regarding the processing of personal data to create an environment of legal certainty and trust.

How do we get there?

We will:

- Develop and implement National Data Strategy;
- Establish the Office of the Information and Privacy Commissioner;
- Build public trust in data by implementing a governance framework that guides how data is treated across all sectors;
- Develop clear standards for the use and reuse of data;

- Treat data as an important socio-economic asset;
- Ensure marked efforts at all levels to improve the collection and processing of data;
- Improve the public service electronic data collection, storage and analytics;
- Partner public sector with academic and civil society researchers, research groups and labs;
- Promote Open Data through improved availability and access to national data;
- Ensure interoperability and opportunities for bottom-up analytics and reuse of data to build solutions;
- Drive collaboration with the public sector, industry and academia to build strong systems to collect and share data for improved forecasting, problem-solving and creativity;
- Foster a culture and process shift to open up access to quality data while ensuring privacy rights are protected.



4 National Cybersecurity Framework

We will focus on cybersecurity hygiene, by revamping the National Cybersecurity Framework. As digital integration deepens, the rising tide of cyber threats jeopardises the integrity of critical assets at individual, institutional, and national levels. These vulnerabilities threaten the stability of business and governmental operations. They necessitate an urgent, coordinated response to fortify operating environments and bolster recovery protocols to mitigate disruptions at vital installations.

This initiative demands a comprehensive, multi-faceted strategy that integrates national intelligence efforts with substantial contributions from all pivotal stakeholders. It involves our national security apparatus, public sector entities, enhanced threat surveillance and awareness measures from the private sector, and expanded cooperation with regional and international cybersecurity networks. A cornerstone of this strategy will also be a dynamic awareness campaign, highlighting the essential practices needed to safeguard sensitive data and systems.

Our concerted effort to refresh the National Cybersecurity Framework is pivotal for maintaining and enhancing the security of our digital ecosystem. By modernising policies, enhancing our national Computer Security Incident Response Team (CSIRT) capabilities, protecting critical infrastructure, and raising awareness, we are setting a benchmark in cybersecurity excellence. Together, we are building a resilient, secure digital future that safeguards our nation's assets and upholds the integrity of our digital interactions.

How do we get there?

We will:

- Foster a proactive approach to awareness of cybersecurity issues and digital well-being;
- Inclusively develop policy, regulations and enforcement in a way that secures local interests and forms effective tools that attend to the cross-functional and cross-jurisdictional nature of cybersecurity;
- Modernise Cybersecurity public policy by updating cybersecurity policies and deepening stakeholder engagement, coupled with crafting targeted anti-cybercrime strategies;



- Enhance operational capabilities of the National Computer Security Incident Response Team (CSIRT) by equipping it with cutting-edge tools, fostering collaborative intelligence sharing, and providing specialised training;
- Improve Cyber-resilience of public sector digital assets through a strategy that focuses on both proactive prevention and swift, effective responses to cyber incidents;
- Protect national critical infrastructure through an inclusive, forward-thinking strategy which is essential to shield our critical infrastructure from sophisticated cyber threats;
- Build a national culture of Cybersecurity through a sustained national campaign to educate and inform about the importance of robust digital practices, reinforcing the collective responsibility to protect our digital frontiers.

5 Strong, Resilient National Infrastructure

Trinidad and Tobago is committed to building a strong and resilient infrastructure to support its digital ecosystem. The country recognises that a

dependable backbone is essential to deliver digital services effectively and sustainably, particularly in the face of challenges unique to Small Island Developing States (SIDS). The country's vulnerability to natural disasters and resource constraints make it imperative to develop specific resiliency and emergency response capabilities. To achieve this, it is necessary to focus on initiatives such as improving connectivity between islands, developing satellite internet services, building 5G capabilities to support IoT, and creating a stronger mobile network with infrastructure that advances the islands beyond pervasive ownership of mobile devices to empowered usage.

In addition, it is crucial to bridge the digital divide in both urban and rural areas within the country, providing digital access points and essential services to communities that might currently be underserved. By addressing digital inclusion challenges, Trinidad and Tobago can ensure that all citizens have equal access to the benefits of a strong digital infrastructure consistent with the belief that access to affordable Broadband Internet is a public good.

Another important aspect of building a strong digital foundation is supporting critical infrastructure that provides a reliable and accessible backbone and Multi-Service Channels. This includes devoting efforts towards the digital transformation of legacy systems such as the postal system. These systems like the postal system hold important opportunities in fostering trust, providing service, and being an e-Commerce enabler.

Overall, a strong and resilient digital infrastructure is critical for Trinidad and Tobago to thrive in the digital age. By investing in these key initiatives, the country can ensure that all citizens have access to the tools they need to succeed in the 21st century.

How do we get there?

We will:

- Build strong resiliency and emergency response capabilities specific to our contexts as vulnerable Small Island Developing States (SIDS);
- Prioritise establishing reliable inter-island connectivity to facilitate seamless communication and data exchange, promoting cohesion and efficiency;

- Invest in developing and deploying satellite internet technology to extend broadband access to remote and underserved areas and enhance connectivity across the nation;
- Expand 5G capabilities to support Internet of Things (IoT) applications, enabling innovative services and solutions that leverage IoT for improved efficiency and effectiveness;
- Create a stronger mobile network by expanding infrastructure beyond widespread ownership to enable empowered usage.
- Establish digital access points and deliver essential services to underserved communities, bridging the urban-rural digital divide and fostering digital inclusion and equitable development across all areas;
- Support critical infrastructure that provides a reliable and accessible backbone and Multi-Service Channels;
- Provide strategic support to critical infrastructure to serve as a dependable backbone for digital services. Modernise critical infrastructure, strengthen service delivery, and bolster the



resilience of Trinidad and Tobago's digital ecosystem against external disruptions;

- Utilise the forthcoming government data centre and cloud to promote efficiency, accessibility, and resilience of government services while modernising and optimising government processes to ensure they are agile, secure, and citizen-centric;
- Accelerate Trinidad and Tobago's digital progress through the digital transformation of what is often seen as legacy systems such as the postal system.

6

Local Digital Technology Sector Ecosystem Development

Innovation is critical to making significant advances in the digital space. To support this we must support the development of a **Digital Technology Ecosystem** that creates an enabling environment to derive value from a sustainable, locally grown, world-class digital technology industry. This is a dedicated effort to support entrepreneurship and digital technology sector development by creating

the necessary socio-economic, infrastructural and regulatory environment where local talent can flourish and take risks to drive experimentation, problem-solving and ultimately sustainability. This ecosystem consists of a number of integral blocks including impactful funding support, talent development, an enabling environment and opportunities for risk taking and experimentation. This recognises that there may be non-traditional and multi-disciplinary educational routes and will afford opportunities for re-skilling and re-tooling as required by changing job design, profiles and emerging societal and technological demands.

One key catalyst of this is **The Developers Hub** which proposes a hybrid model of an innovation-focused incubator targeted at individual and micro-business digital technology specialists who need the support to build their ideas into commercially viable solutions. This intends to utilise the availability of open data sets as part of the National Data Strategy and can be applied to opportunities in the public and private sectors. This approach will be mindful of Trinidad and Tobago's context so unique, concrete and applicable solutions can be developed. It will leverage on the skills transfer of



local academic and industry leaders through strong mentorship to support local upcoming talent through ideation, problem-solving and implementation of nationally relevant solutions. This model will work in collaboration with other hubs such as for Fintech applications and intends to generate a rich local digital technology ecosystem.

How do we get there?

We will:

- Establish a robust ecosystem to nurture Digital Technology professionals, data scientists, user behaviour specialists, engineers, creatives and entrepreneurs;
- Stimulate innovation through the Developers Hub;
- Leverage academic and industry mentorship as key facets to promote skills development and problem solving of public sector challenges from ideation and proof of concept to prototype testing and publishing;
- Develop local talent at all levels to increase our digital workforce;
- Ensure that capacity is built in areas relevant to employment so the local workforce can be strengthened;
- Future-proof skills by continuously ensuring curriculum relevance by matching Emerging Technologies with growing opportunities;
- Promote diversity in education, employment and participation in technology industries to support marginalised groups and gender equality;
- Provide funding to incentivise MSMEs in the tech space through a Digital Innovation Fund targeted at local production and entrepreneurship;
- Create Centres of Excellence;
- Facilitate a culture of experimentation through supporting Open Data, data science, analytics and development and Fintech sandbox environments;
- Strengthen the necessary technical and social infrastructure to support a flourishing technology industry;
- Set up necessary agreements, regulations and policies to give foreign and local investor confidence;



- Foster local homegrown solutions tailored to our local context;
- Encourage community collaboration in development and continuous improvement of interoperable, secure Open-Source solutions;
- Build partnerships for international certification and accreditation in relevant skills;
- Attract international tech companies to establish operations within our borders;
- Engage foreign investors to see value in our burgeoning tech sector;
- Encourage the development of venture capital frameworks, investment vehicles, capital loans and tech funds to spark innovation and enhance sustainability in the industry.

7 Emerging Technologies

Emerging Technologies can bring new opportunities to our nation, including continuing developments in **Artificial Intelligence, Automated Decision-making, the Internet of Things, Big Data, Augmented and**

Virtual Reality, Blockchain and other immutable ledger solutions. Global strategic partnerships can provide invaluable access so that we can keep pace with advances in technology. Lessons learned from past engagements have also taught us that our cultural context is unique and, understanding, applying and developing tech to meet the nuances of our local socio-economic and cultural realities is essential for deriving value. As technologies continue to evolve, a strategy of appropriate and purposeful development, adaptation and application will ensure solutions are relevant for Trinidad and Tobago for use in our digital nation and scaled for further export to our regional partners and globally.

How do we get there?

We will:

- Develop national strategies for the use of Emerging Technologies starting with a national Artificial Intelligence (AI) strategy;
- Foster capacity building and a better understanding of national needs relating to these new technologies commencing with an AI sensitisation and capacity building programme;

- Work to create more inclusive practices around Emerging Technology development and use them to remove bias from systems so they are representative of and relevant to the diverse needs of our society;
- Foster Research in Emerging Technology with a focus on ethics, governance and locally relevant development of tools;
- Support public and private sector applications of Emerging Technologies such as AI to solve problems while ensuring the safety, privacy and well-being of citizens.

8 Connected Communities

Leveraging global city principles, and tailoring this concept to our local cultural context, digital tools will be used to enhance and support local area and district groups. **Connected Communities** build on these strong connections that exist throughout Trinidad and Tobago, each having its unique strengths and cultures that can be identified as a clear value proposition to share with the country and the rest of the world. Some of the easily identifiable examples include the production of Moruga Hill Rice in the community of

Marac and cocoa products from locally grown cocoa pods in the community of Brasso Seco, events like the Fish Fry in Carenage and religious icons such as the Temple of the Sea in Waterloo.

The intention is that technology would now be infused to enhance safety and security (e.g. smart lighting and local transportation ID apps), provide access to cashless transactions for local artisans



(e.g.digital wallets), and QR codes on historical artefacts and monuments to provide multi-lingual information. These possibilities are endless and made available through practical applications of technology. Such developments can be a catalyst for local and international tourism which revitalizes and invigorates the community.

How do we get there?

We will:

- Utilise digital technology to preserve and promote e-Heritage;
- Advocate for digital technology applications to be thoughtfully and intentionally designed and deployed with mindfulness of local context;
- Foster meaningful connectivity by using data to better understand the unique needs of communities;
- Impact the quality of lives in communities by using digital technology to improve local systems including transportation, safety and security; employment and waste management;



- Provide opportunities with Emerging Technologies such as the Internet of Things (IoT) and Artificial Intelligence (AI) to improve everyday lives by creating more intuitive, accessible and efficient services;
- Establish collaborative platforms with communities to design, co-create and leverage digital technology solutions aimed at harnessing opportunities and addressing real-world challenges that directly impact their daily lives.
- Make provision for greater accessibility for marginalised groups by designing and utilising appropriate technology;

- Promote sustainability, environmental preservation, energy efficiency and reduction in carbon emissions and waste production through digital technology applications;
 - Support local cultural, agricultural and artisan practices by providing adequate and appropriate digital technology tools and capacity building;
 - Contribute to economic diversification by using digital technology and building relevant skills, literacies and fluencies to support entrepreneurship within communities;
 - Utilise digital technology to help manage assets and resources efficiently;
 - Enhance mental well-being, sports, arts and culture in communities by providing digital technology tools and skills training;
 - Foster intergenerational and intercommunity collaboration through digital technology;
 - Create platforms for knowledge sharing, digital storytelling and new and innovative ways to support historical preservation.
- Close the digital divide within communities to promote greater inclusion for all residents;
 - Meaningfully connect communities so that collaboration can be fostered for building a better society.





Action Planning and Implementation

The National Digital Transformation Strategy (NDTS) provides clear guidelines for a future that is digitally empowered. To ensure its effectiveness and success, it is crucial to adopt a structured approach to implementation that aligns with its goals as outlined in the attached Action Alignment Framework (AAF) at Appendix 3. The Technical Working Group Report has listed a comprehensive set of programs and projects required to achieve the overall objectives of the strategy. It includes a range of initiatives aimed at improving digital infrastructure, enhancing the delivery of public services, and promoting digital literacy and inclusion. The consultations have given valuable guidance on prioritizing projects to address the most pressing needs and pain points. This has involved identifying areas where digital transformation can have the most significant impact, such as the delivery of government services and cybersecurity, as well as creating opportunities for digital entrepreneurs and digital skills training.

The consultations have also highlighted the importance of ensuring that the projects are inclusive and accessible to all, regardless of socioeconomic status or geographic location.

Effective implementation of the NDTS requires collaboration between multiple public sector agencies, the private sector, and civil society, as they all play a crucial role in implementing the projects. During the planning phase, consulting with implementation partners will identify goals and objectives for digital advancement. These objectives will be prioritised based on their strategic importance and feasibility, and each goal will be deconstructed into specific, measurable, achievable, relevant, and time-bound objectives. Further, stakeholders will be assigned responsibilities, timelines will be established, and resources will be allocated accordingly. To ensure a holistic and balanced approach, the action plans will integrate cross-cutting themes such as digital inclusion, citizen participation, security, and sustainability. These themes will be grounded in the guiding principles of the NDTS.





Targeted Outcomes

The National Digital Transformation Strategy focuses on achieving specific outcomes to drive progress. Instead of just using traditional metrics, these targeted outcomes emphasize the planned impact of digital initiatives on society, the economy, and the government. This approach ensures that the initiatives align with the strategy's goals, such as improving public services, encouraging innovation, and fostering economic growth. Key Performance Indicators (KPIs) and other specific metrics will be developed during the action planning and implementation phases of the strategy. The use of targeted outcomes ensures that digital advancements are not only quantifiable but also impactful, sustainable, and consistent with the strategy's long-term vision.



 **Digital Society**

Overarching Goal: Meaningful connectivity where all stakeholders can comfortably access and utilise all services, data, and opportunities provided by government, private, and other sectors through safe, bi-directional ICT-enabled interactions.

Outcome 1: All stakeholder groups possess the necessary ICT skills, from basic to advanced, enabling them to effectively engage with and benefit from digital services.

Outcome 2: Broad and equitable digital inclusion, as evidenced by a comprehensive improvement in national digital inclusion indices, ensuring that all segments of society can participate fully in the digital ecosystem.

Objective 1: Growing Digital Capacities, Creativity, and Opportunities for Increased Quality of Life.

- Numerous digital skills programs are available through government and authorised institutions which support lifelong learning and skill development with high engagement and enrolment,

reflecting a strong public commitment to continuous digital learning.

- Increased citizen engagement in digital governance, with enhanced e-participation reflecting active involvement in decision-making processes.
- A thriving ICT sector where persons so inclined and motivated successfully transition into industry roles, contributing to the growth of the digital economy.
- Universal basic digital literacy among citizens to ensure that all individuals have the essential skills to navigate and utilise digital platforms and services and a significant portion of the population achieves advanced digital literacy, empowering individuals to engage in more complex digital activities like coding and data analysis.
- Innovation flourishes as businesses and initiatives leverage digital technology to address local challenges and generate value, driving economic and social progress.
- Widespread adoption and integration of digital solutions across key sectors, such as health, education, national security, and food production, enhancing service delivery and sector efficiency

Objective 2: Fostering Digital Inclusion to Close Socio-Economic Access, Utilization, and Creation Gaps.

- Empowerment of people living with disabilities (PLWDs) through increased access to mobile technology and ICT skills to foster digital access and online participation, ensuring that all citizens can connect and communicate effectively to support their full integration into the digital society.
- Gender parity in mobile phone ownership, reflecting equitable access to digital communication tools for all. Increased internet usage among both women and men, ensuring that all have equal opportunities to access information and digital services.
- Tailored digital literacy programs effectively reach marginalised groups, such as women, older adults, and PLWDs, addressing their unique needs and promoting inclusion. High participation and success rates in digital skills training for marginalised groups, leading to increased employment and economic empowerment in the digital sector.
- Digital platforms and government services are designed with accessibility as a core principle,

enabling all citizens to interact with and benefit from these resources. Greater use of assistive technologies by PLWDs, enabling them to navigate digital environments with ease and independence.

- Reliable internet connectivity is universally available in households, eliminating connectivity barriers and supporting inclusive digital participation.

Objective 3: Supporting Our Well-Being in a Creative, Vibrant Society Where Our Unique National Strengths Can Flourish, and Citizens Feel Safe and Secure.

- Growth in locally developed digital solutions reflects the creative and innovative potential of the nation's tech community.
- High engagement in emerging technology training, equipping citizens with the skills needed to participate in and shape the future of the digital landscape.
- Remote work is normalised and accessible, contributing to improved work-life balance, productivity, and employee well-being.



- Citizens feel secure and confident in their digital interactions, supported by a robust cybersecurity framework and a decrease in reported cybercrime incidents.
- Sustainable development is prioritised through increased investment in eco-friendly digital technologies, balancing innovation with environmental responsibility.
- Digital tools and platforms are integral to disaster preparedness, mitigation, and response, enhancing the nation's resilience to natural and man-made crises.

Digital Economy

Overarching Goal: Diversify and increase Trinidad and Tobago's GDP through new contributions from the Digital Economy

Outcome 1: The Digital Economy significantly contributes to the diversification and growth of Trinidad and Tobago's GDP.

Outcome 2: Trinidad and Tobago's GDP reflects revenue growth from the expanding Digital Economy

Objective 1: Inclusive access for all to ICT, digital finance, and digital markets (both domestic and international markets)

- A significant increase in the number of businesses utilising digital platforms, enhancing their market reach and operational efficiency.
- The widespread adoption of electronic payments, contributing to a more accessible and efficient digital financial ecosystem.
- Universal access to affordable internet, payment products, and digital markets, empowering all individuals to participate in the digital economy.

Objective 2: A modern, responsive, and enabling policy environment for innovation to operate and scale in the market

- A thriving tech ecosystem with a substantial increase in the number of registered tech companies, driving innovation and economic growth.

- A robust financial technology sector, marked by an increase in licensed Fintechs and E-Money Issuers operating in the market.
- The full implementation and modernisation of relevant legislation, creating a regulatory environment that supports digital innovation and growth.
- Enhanced environmental sustainability through a marked increase in the formal collection and recycling of e-Waste.

Objective 3: Strengthen Strategic Positioning of the Digital Technology Sector

- A well-equipped workforce, with more graduates from digital technology skills training programs entering the job market.
- A growing digital technology sector, with an increasing number of jobs filled by local talent, supporting sustainable economic development.
- A vibrant startup ecosystem, with more digital technology startups being launched and gaining traction.

- Enhanced support for innovation through increased availability of seed funding initiatives for digital technology startups.
- Greater visibility and influence of local digital technology companies in regional and international markets, fostering growth and collaboration.
- Stronger collaboration between academia and digital technology businesses, driving research, innovation, and talent development.
- Increased foreign direct investment (FDI) attracted to the digital technology sector, boosting economic growth and technological advancement.
- A rise in the export of locally developed digital technology products and services, expanding Trinidad and Tobago's global market presence.

Objective 4: Increased value creation through cross-sector applications of ICT

- Enhanced participation of MSMEs in e-Commerce platforms and programs, driving business growth and market expansion.



- The development of innovative digital solutions tailored to key sectors, including agriculture, creative industries, and manufacturing, driving sectoral growth and diversification.
- Strengthened collaboration between the public and private sectors through increased public-private partnerships, supporting digital innovation and economic development in targeted sectors.

Objective 5: Digital tools and digital payments are embraced by consumers and businesses to improve operations and gain access to broader opportunities in the digital economy.

- Increased usage and efficiency of TTBizLink, enabling businesses to streamline operations and access new opportunities in the digital economy.
- A diversified digital payment landscape where merchants and consumers can make transactions through multiple channels, enhancing convenience and accessibility.
- Universal access to digital payment products for adults in Trinidad and Tobago, supporting broader financial inclusion and economic participation.

- Widespread adoption of digital payment solutions among businesses, contributing to a more efficient and integrated digital economy.

Objective 6: The public and private sectors work together to identify, nurture, strengthen, and realise new comparative advantages that grow Trinidad and Tobago's digital economy.

- The establishment of multiple innovation hubs, fostering new areas of growth such as Fintech, Nearshoring, and technology development, and driving economic diversification.
- Continued growth in the ICT and non-energy sectors, strengthening Trinidad and Tobago's economic resilience and global competitiveness.



Digital Government

Overarching Goal: Delivering public value through the digital transformation of the public sector

Outcome 1: Achieve significant progress in e-government maturity, reflecting an advanced,

innovative, and effective digital government framework.

Outcome 2: Strengthen citizen trust and engagement, evidenced by increased adoption and usage of online government platforms and e-Services.

Objective 1: Focus on citizen-centric service design and delivery for digital-first, no-wrong-door

- A substantial portion of government transactions are conducted online, improving accessibility and efficiency for citizens in accessing services like civil registry, passports, and social assistance.
- Enhanced utilisation of G2B and B2G online platforms, streamlining government-business interactions and fostering a more efficient public service.
- Implementation of critical horizontal services, such as digital identity and digital payments, enabling seamless and user-friendly government transactions.



Objective 2: Deployment of utility-based, secure, and resilient infrastructure, interoperability for data exchange, and seamless transactions

- Full connectivity across ministries to an interoperability infrastructure, facilitating efficient data exchange and improved service delivery.
- Widespread adoption of Government Cloud and Government Data Centre services, ensuring a secure, scalable, and resilient ICT infrastructure.
- Maintain near-perfect uptime for critical government ICT infrastructure, ensuring uninterrupted access to essential digital services.

Objective 3: Build an engaged digital workforce

- High levels of staff participation in digital skills training, resulting in a workforce that is competent and capable in digital government operations.
- Extensive participation of staff in MDAs in digital government sensitisation/training programs, fostering a culture of digital literacy and engagement across the public sector.

- Improved job satisfaction across MDAs, reflecting a motivated and digitally adept workforce.

Objective 4: Create the foundation for a data-driven, decision-making culture

- Active participation in the Open Government Partnership, demonstrating a commitment to transparency, accountability, and citizen engagement.
- All MDAs utilise key data sets in their decision-making processes, fostering a culture of evidence-based policy and operational efficiency.
- Development and implementation of a comprehensive Data Strategy Policy, regularly updated to align with evolving best practices and technological advancements.
- Completion and implementation of MDA strategic ICT plans, laying the groundwork for cohesive and forward-looking digital transformation initiatives.

Digital Regional and Global Connections

Overarching Goal: Maximizing the power of digital technology to create meaningful connections regionally and globally to benefit all

Outcome 1: Establishment of strong and diverse partnerships with regional and international organisations, development agencies, and private sector entities, driving collaborative digital development projects.

Outcome 2: Active and meaningful participation of Trinidad and Tobago in regional and international digital cooperation initiatives, enhancing the country's global digital presence and influence.

Objective 1: Effectively Use and Develop Human Capital and Social Connections

- Successful implementation of initiatives that attract and engage the skilled diaspora community, contributing to national digital development efforts.

- Strengthened partnerships between diaspora communities and local stakeholders, fostering collaborative support for Trinidad and Tobago's digital transformation.
- Increased involvement of Trinidad and Tobago in international digital cooperation initiatives, facilitating the exchange of knowledge and expertise.

Objective 2: Leverage Global Opportunities for Meaningful Digital Development through Policy and Partnerships

- Formation of strategic partnerships with international organisations, development agencies, and private sector entities, aligning with and supporting national digital transformation goals.
- Active participation of Trinidad and Tobago professionals in digital skills exchange programs within the Caribbean region, enhancing regional collaboration and capacity building.



- Alignment of national policies and regulations with international standards for digital governance, cybersecurity, and data protection, ensuring a secure and globally integrated digital environment.
- Active representation of Trinidad and Tobago at international fora on digital policy issues relevant to Small Island Developing States (SIDS), contributing to global discussions and advocacy.
- Expansion of Trinidadian digital products and services into international markets, as evidenced by an increase in export contracts secured.

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Notes

ⁱFull details of the DRA report are available at <https://mdt.gov.tt/media/Trinidad%20and%20Tobago%20Digital%20Readiness%20Analysis%20-%20VF%20for%20Sharing.pdf>

ⁱⁱImage Source: United Nations Development Programme (UNDP) <https://mdt.gov.tt/wp-content/uploads/2023/07/Trinidad%20and%20Tobago%20Digital%20Readiness%20Analysis%20-%20VF%20for%20Sharing%20%281%29.pdf>

ⁱⁱⁱSee Network Readiness Index 2021, Country/Economy Profiles: Trinidad and Tobago p202

^{iv}See ITU Data Hub, Trinidad and Tobago: Connectivity

^vSee The National Digital Inclusion Survey 2021

^{vi}See Mohammid, S. (2016). Local literacies at play: making and breaking learning in Trinidad and Tobago. In *Communication and Information Technologies Annual: Digital Empowerment: Opportunities and Challenges of Inclusion in Latin America and the Caribbean* (pp. 131-155). Emerald Group Publishing Limited.

^{viii}See D Ding and I Otker, 'Strengthening Caribbean Regional Integration' (IMF, 4 February 2020) <<https://www.imf.org/en/News/Articles/2020/02/04/NA020420-Strengthening-Caribbean-Regional-Integration>>





