



Caribbean Digital Transformation Project (P171528)

LATIN AMERICA AND CARIBBEAN | Caribbean | IBRD/IDA | Investment Project Financing (IPF) | FY 2020 | Seq No: 10 | Archived on 18-Feb-2025 | ISR02031

Implementing Agencies: Department of Public Service, Ministry of Finance of Saint Lucia, Ministry of Economic Development, Planning, Tourism, ICT and Creative Economy, Ministry of Finance, Economic Planning, Sustainable Development and Information Technology of SVG, Ministry of Infrastructure Development, Public Utilities, Energy, Transport, and Implementation GRD, Ministry of Public Works and Digital Economy of Commonwealth of Dominica, OECS Commission

1. OBJECTIVE

1.1 Development Objective

Original Development Objective (Approved as part of Approval package on 22-Jun-2020)

To increase access to digital services, technologies and skills by governments, businesses and individuals in the participating Eastern Caribbean countries.

Has the Development Objective been changed since Board Approval of the Project Objective?

No

2. COMPONENTS

Name

Digital Enabling Environment:(Cost 15,000,000.00)

Digital Government Infrastructure, Platforms and Services:(Cost 46,850,000.00)

Digital Skills and Technology Adoption:(Cost 22,150,000.00)

Project Implementation Support:(Cost 10,000,000.00)

3. OVERALL RATINGS

Name	Previous	Current
Progress towards achievement of PDO	● Moderately Satisfactory	● Moderately Satisfactory
Overall Implementation Progress (IP)	● Moderately Satisfactory	● Moderately Satisfactory
Overall Risk Rating	● Substantial	● Substantial



4. KEY ISSUES & STATUS

4.1 Implementation Status and Key Decisions

The Caribbean Digital Transformation Project is making progress towards its goal of increasing access to digital services, technologies, and skills in Eastern Caribbean countries. Key decisions following recent missions include the need to accelerate implementation, including digital skills activities, complete data protection and cybersecurity initiatives, and implement digital identification (ID) and civil registry (CR) systems, for the project to achieve its objectives on time.

In terms of recent achievements, the implementation of the Health Management Information System in Dominica and the upgrade of the customs information system in Saint Vincent and the Grenadines (SVG) are notable progress. The project has trained a significant number of individuals in digital skills programs across the participating countries. In the past six months, the project trained an additional 531 individuals utilizing digital skills to improve workplace productivity or secure new employment opportunities, and 63 new firms participated in the project's country-level technology adoption programs. The project is also progressing in procuring the ID and CR systems in Dominica and SVG that would integrate with other government infrastructure and functionalities. Additionally, the establishment of the Computer Incident Response Team (CIRT) is advancing, with the Organization of Eastern Caribbean States (OECS) leading the development of regional models and strategies, which will then be implemented by the participating countries. These efforts are crucial for enhancing the digital landscape and ensuring the project's success.

5. SYSTEMATIC OPERATIONS RISK-RATING TOOL

Risk Category	Rating at Approval Approval Package - 22 Jun 2020	Last Approved Rating ISR Seq. 09 - 23 Jul 2024	Proposed Rating
Political and Governance	● High	● Substantial	● Substantial
Macroeconomic	● Substantial	● Substantial	● Substantial



Sector Strategies and Policies	● Moderate	● Substantial	● Substantial
Technical Design of Project or Program	● Substantial	● Substantial	● Substantial
Institutional Capacity for Implementation and Sustainability	● Substantial	● Substantial	● Substantial
Fiduciary	● Substantial	● Substantial	● Substantial
Environment and Social	● Moderate	● Moderate	● Moderate
Stakeholders	● Low	● Low	● Low
Overall	● Substantial	● Substantial	● Substantial



6. RESULTS

6.1 PDO Indicators by PDO Outcomes

Increase access to digital services & technologies by govts, businesses & individuals								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Dominica: Internet penetration (Percentage)	69.60	Jul/2020	80.93	15-Jul-2024	83.80	13-Nov-2024	90.00	Jun/2026
	Comments on achieving targets		<p>Due to changes in the reporting methodology and that the reporting frequency is annual, there is a need to revise the values of this indicator, however these changes can only take effect in the next restructuring, meanwhile and for the sake of monitoring the progress towards the target, the new values are listed below:</p> <p>Dominica: 2020: 75.7 2021:82.7 2022: 83.3 2023: 83.8 target 2026: 90</p> <p>Indicator on track to achieving target</p>					
Grenada: Internet penetration (Percentage)	59.00	Jul/2020	78.79	15-Jul-2024	74.10	13-Nov-2024	80.00	Jun/2026
	Comments on achieving targets		<p>Due to changes in the reporting methodology and that the reporting frequency is annual, there is a need to revise the values from baseline to target. These can only take effect in the next restructuring. meanwhile below is the sequence of values.</p> <p>Grenada: 2020: 67.4 2021: 70.6 2022: 74.3</p>					



			2023: 74.1 target 2026: 80 Indicator on track to achieving target					
St. Lucia: Internet penetration (Percentage)	50.80	Jul/2020	78.10	15-Jul-2024	70.10	13-Nov-2024	85.00	Jun/2026
	Comments on achieving targets		Due to changes in the reporting methodology and that the reporting frequency is annual, there is a need to revise the values from baseline to target. These can only take effect in the next restructuring. meanwhile below is the sequence of values. St Lucia: 2020: 62.1 2021: 63.1 2022: 65.4 2023: 70.1 Target 2026: 90 to be adjusted to 80					
St. Vincent and the Grenadines: Internet penetration (Percentage)	22.00	Jul/2020	77.70	15-Jul-2024	76	13-Nov-2024	45.00	Jun/2026
	Comments on achieving targets		Due to changes in the reporting methodology and that the reporting frequency is annual, there is a need to revise the values from baseline to target. These can only take effect in the next restructuring. meanwhile below is the sequence of values. St Vincent and the grenadines: 2020: 63.4 2021: 67.4 2022: 71.7 2023: 76 Target 2026: 45 - to be adjusted to 80					
Dominica: Adults with access to an e-money account (Percentage)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	13-Nov-2024	15.00	Jun/2026
	Comments on achieving targets		this indicator will be revised in the next restructuring					



of which percentage women (Percentage)	0.00		0.00		0.00		50.00	
Grenada: Adults with access to an e-money account (Percentage)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	13-Nov-2024	15.00	Jun/2026
	Comments on achieving targets		Same as above					
of which percentage women (Percentage)	0.00		0.00		0.00		50.00	
	Comments on achieving targets		Same as above					
St. Lucia: Adults with access to an e-money account (Percentage)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	13-Nov-2024	15.00	Jun/2026
	Comments on achieving targets		Same as above					
of which percentage women (Percentage)	0.00		0.00		0		50.00	
	Comments on achieving targets		Same as above					
St. Vincent and the Grenadines: Adults with access to an e-money account (Percentage)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	13-Nov-2024	15.00	Jun/2026
	Comments on achieving targets		Same as above					
of which percentage women (Percentage)	0.00		0.00		0		50.00	
	Comments on achieving targets		Same as above					
Dominica: Percentage of users of digital public services reporting satisfaction with the efficiency of the transaction (Percentage)	0.00	Jul/2020	58	15-Jul-2024	58	13-Nov-2024	65.00	Jun/2026
	Comments on achieving targets		This indicator will measure the percentage of users of digital public services on the government's shared digital services platform who report being satisfied with the efficiency of their transaction on a survey built into the services modules. The survey will be issued at the end of each transaction and the feedback from the survey will be used iteratively throughout the project to revise th digital public services as needed. Supported through Component 2 and outreach to user MDAs.					



St. Vincent and the Grenadines: Percentage of users of digital public services reporting satisfaction with the efficiency of the transaction (Percentage)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	13-Nov-2024	65.00	Jun/2026
	Comments on achieving targets		Same as above					
People using digitally enabled services (new services) (Number of people) CRI								
People using digitally enabled services (new services) - Female (Number of people) CRI								
People using digitally enabled services (new services) - Youth (Number of people) CRI								
People using digitally enabled services (enhanced services) (Number of people) CRI								
People using digitally enabled services (enhanced services) - Female (Number of people) CRI								
People using digitally enabled services (enhanced services) -								



Youth (Number of people) CRI								
Increase access to digital technologies and skills by businesses and individuals								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Aggregate: Number of individuals utilizing digital skills to improve workplace productivity or secure new employment opportunities (Number)	0.00	Jul/2020	281	15-Jul-2024	794	13-Jul-2024	2,050.00	Jun/2026
of which percentage women (Percentage)	0.00		0.00		0		40.00	
Regional: Number of individuals utilizing advanced digital skills to improve workplace productivity or secure new employment opportunities (Number)	0.00	Jul/2020	0	15-Jul-2024	0	13-Nov-2024	250.00	Jun/2026
of which percentage women (Percentage)	0.00		0.00		0		40.00	
Dominica: Number of individuals utilizing digital skills to improve workplace productivity or secure new employment opportunities (Number)	0.00	Jul/2020	0	15-Jul-2024	5	15-Jul-2024	600.00	Jun/2026
of which percentage women (Percentage)	0.00		0		0		40.00	



Grenada: Number of individuals utilizing digital skills to improve workplace productivity or secure new employment opportunities (Number)	0.00	Jul/2020	9	15-Jul-2024	47	13-Nov-2024	300.00	Jun/2026
of which percentage women (Percentage)	0.00		50		0		40.00	
St. Lucia: Number of individuals utilizing digital skills to improve workplace productivity or secure new employment opportunities (Number)	0.00	Jul/2020	277	15-Jul-2024	742	13-Nov-2024	600.00	Jun/2026
of which percentage women (Percentage)	0.00		72		0		40.00	
St. Vincent and the Grenadines: Number of individuals utilizing digital skills to improve workplace productivity or secure new employment opportunities (Number)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	15-Jul-2024	300.00	Jun/2026
	Comments on achieving targets		Same as above					
of which percentage women (Percentage)	0.00		0.00		0.00		40.00	
	Comments on achieving targets		Same as above					
Aggregate: Number of firms adopting digital technologies and platforms for business purposes (Number)	0.00	Jul/2020	85	15-Jul-2024	148	13-Nov-2024	400.00	Jun/2026
	Comments on achieving targets		Number of firms participating in the project's country-level technology adoption programs that adopt digital technologies and platforms for business purposes. Technologies adopted include but are not limited to utilizing online platforms for marketing, sales or payment					



			processing; software for information, customer or contract managements; tools for production planning or quality control; or necessary measures to secure data and business information. Aggregated from country totals.					
of which percentage women-owned (Percentage)	0.00		0.00		0.00		30.00	
	Comments on achieving targets		Percentage of the number of firms participating in project's country-level technology adoption programs that adopt digital technologies and platforms for business purposes and that are owned by women. Aggregated from country totals.					
Dominica: Number of firms adopting digital technologies and platforms for business purposes (Number)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	15-Jul-2024	100.00	Jun/2026
	Comments on achieving targets		Number of firms participating in the project's technology adoption program that adopt digital technologies and platforms for business purposes. Technologies adopted include but are not limited to utilizing online platforms for marketing, sales or payment processing; software for information, customer or contract managements; tools for production planning or quality control; or necessary measures to secure data and business information.					
of which percentage women-owned (Percentage)	0.00		0.00		0.00		30.00	
	Comments on achieving targets		Percentage of the number of firms participating in the project's technology adoption program that adopt digital technologies and platforms for business purposes and that are owned by women.					
Grenada: Number of firms adopting digital technologies and platforms for business purposes (Number)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	15-Jul-2024	125.00	Jun/2026
	Comments on achieving targets		Same as above					
of which percentage women-owned (Percentage)	0.00		0.00		0.00		30.00	
	Comments on achieving targets		Same as above					
St. Lucia: Number of firms adopting digital technologies and platforms for business purposes (Number)	0.00	Jul/2020	85	15-Jul-2024	148	13-Nov-2024	125.00	Jun/2026
	Comments on achieving targets		Same as above					



of which percentage women-owned (Percentage)	0.00		75		80		30.00	
	Comments on achieving targets		Same as above					
St. Vincent and the Grenadines: Number of firms adopting digital technologies and platforms for business purposes (Number)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	13-Nov-2024	50.00	Jun/2026
	Comments on achieving targets		Same as above					
of which percentage women-owned (Percentage)	0.00		0.00		0.00		30.00	
	Comments on achieving targets		Same as above					

6.2 Intermediate Results Indicators by Components

Digital Enabling Environment								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Eastern Caribbean Electronic Communications Bill adopted at national level (Number)	0.00	Jul/2020	2	15-Jul-2024	2	13-Nov-2024	4.00	Jun/2026
	Comments on achieving targets		Ratification by national Cabinets of legislation promulgating the provisions of the Eastern Caribbean Electronic Communications Bill at the national level					
Dominica: Effective retail price per GB for least costly 30-day prepaid mobile package (Amount(USD))	9.25	Jul/2020	1.77	15-Jul-2024	1.42	13-Nov-2024	7.40	Jun/2026
	Comments on achieving targets		This indicator measures the affordability of broadband services using the effective retail price per GB of typical entry-level broadband as a proxy (30-day prepaid mobile data package). Supported through Component 1.					
	2.50	Jul/2020	0.97	15-Jul-2024	2.90	13-Nov-2024	2.00	Jun/2026



Grenada: Effective retail price per GB for least costly 30-day prepaid mobile package (Amount(USD))	Comments on achieving targets		Same as above					
St. Lucia: Effective retail price per GB for least costly 30-day prepaid mobile package (Amount(USD))	3.50	Jul/2020	3.07	15-Jul-2024	1.41	13-Nov-2024	2.20	Jun/2026
	Comments on achieving targets		Same as above					
St. Vincent and the Grenadines: Effective retail price per GB for least costly 30-day prepaid mobile package (Amount(USD))	3.40	Jul/2020	2.13	15-Jul-2024	2.13	13-Nov-2024	2.60	Jun/2026
	Comments on achieving targets		Same as above					
Comprehensive Payment Systems Law adopted at regional level (Yes/No)	No	Jul/2020	Yes	15-Jul-2024	Yes	13-Nov-2024	Yes	Jun/2026
	Comments on achieving targets		Adoption by ECCB of a Comprehensive Payment Systems Law that would allow ECCB regulate the payment systems, payment providers and payment instruments in the project countries					
Updated/harmonized licensing and oversight framework for digital financial services adopted at national level (Number)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	13-Nov-2024	4.00	Jun/2026
	Comments on achieving targets		Ratification by national Cabinets of updated/harmonized licensing and oversight framework for digital financial services					
Computer Emergency Response Teams (CERTs) or cyber agencies are established and operational with staff and procedures in place and incident monitoring reporting being	0.00	Jul/2020	1	15-Jul-2024	1	13-Nov-2024	4.00	Jun/2026
	Comments on achieving targets		Computer Emergency Response Teams (CERTs) have been established and are operational with staff and procedures in place and incident monitoring reporting being carried out in all four project countries					



carried out in project countries (Number)								
Digital Government Infrastructure, Platforms and Services								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Government enterprise architecture adopted (exempting Grenada and St. Lucia) (Number)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	13-Nov-2024	2.00	Jun/2026
	Comments on achieving targets		Government enterprise architecture adopted and operational					
Action plans to strengthen business continuity, resilience and post-disaster recovery of critical digital infrastructure, operations, and services adopted at national level (exempting Grenada) (Number)	0.00	Jul/2020	1	15-Jul-2024	2	13-Nov-2024	3.00	Jun/2026
	Comments on achieving targets		Ratification by national Cabinets of national action plans to strengthen resilience and post-disaster recovery of critical digital infrastructure, operations, and services					
Dominica: Number of digital government functions and services using shared services platform (Number)	0.00	Jul/2020	12	15-Jul-2024	12	13-Nov-2024	12.00	Jun/2026
	Comments on achieving targets		The number of separately identifiable digital government functions or services using the shared services platform					
St. Vincent and the Grenadines: Number of digital government functions and services using shared services platform (Number)	0.00	Jul/2020	6	15-Jul-2024	6	13-Nov-2024	16.00	Jun/2026
	Comments on achieving targets		Same as above					
Digital Skills and Technology Adoption								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year



Aggregate: Number of individuals trained in digital skills programs (Number)	0.00	Jul/2020	1,074	15-Jul-2024	1,759	13-Nov-2024	2,700.00	Jun/2026
	Comments on achieving targets		Number of individuals who complete the project's digital skills development programs. Aggregated from regional and country totals.					
of which percentage women (Percentage)	0.00		0.00		64		40.00	
	Comments on achieving targets		Percentage of the number of individuals who complete the project's digital skills development programs and who are women. Aggregated from regional and country totals.					
Regional: Number of individuals trained in digital skills program (Number)	0.00	Jul/2020	0.00	15-Jul-2024	0.00	13-Nov-2024	300.00	Jun/2026
	Comments on achieving targets		Number of individuals who complete the project's regional digital skills development program					
of which percentage women (Percentage)	0.00		0.00		0.00		40.00	
	Comments on achieving targets		Percentage of the number of individuals who complete the project's regional digital skills development programs and who are women					
Dominica: Number of individuals trained in digital skills program (Number)	0.00	Jul/2020	524	15-Jul-2024	692	13-Nov-2024	800.00	Jul/2020
	Comments on achieving targets		Number of individuals who complete the project's national digital skills development program					
of which percentage women (Percentage)	0.00		65		63		40.00	
	Comments on achieving targets		Same as above					
Grenada: Number of individuals trained in digital skills program (Number)	0.00	Jul/2020	138	15-Jul-2024	225	13-Nov-2024	400.00	Jun/2026
	Comments on achieving targets		Same as above					
of which percentage women (Percentage)	0.00		62		65		40.00	
	Comments on achieving targets		Same as above					
	0.00	Jul/2020	412	15-Jul-2024	742	13-Nov-2024	800.00	Jun/2026



St. Lucia: Number of individuals trained in digital skills program (Number)	Comments on achieving targets		Same as above					
of which percentage women (Percentage)	0.00		72		65		40.00	
	Comments on achieving targets		Same as above					
St. Vincent and the Grenadines: Number of individuals trained in digital skills program (Number)	0.00	Jul/2020	0.00	15-Jul-2024	100	13-Nov-2024	400.00	Jun/2026
	Comments on achieving targets		Same as above					
of which percentage women (Percentage)	0.00		0.00		60		40.00	
	Comments on achieving targets		Same as above					
Regional: Number of individuals acquiring internationally or regionally recognized professional certification (Number)	0.00	Jul/2020	0.00	15-Jul-2024	2	13-Nov-2024	300.00	Jun/2020
	Comments on achieving targets		Number of individuals trained in the project's regional digital skills development program who acquire internationally or regionally recognized professional certification					
of which percentage women (Percentage)	0.00		0.00		0.00		40.00	
	Comments on achieving targets		Percentage of individuals trained in the project's regional digital skills development program who acquire internationally or regionally recognized professional certification and who are women					
Aggregate: Number of firms completing technology adoption programs (Number)	0.00	Jul/2020	0.00	15-Jul-2024	252	13-Nov-2024	400.00	Jun/2026
	Comments on achieving targets		Number of firms that complete the project's technology adoption programs. Aggregated from country totals.					
of which percentage women-owned (Percentage)	0.00		0.00		62		30.00	
	Comments on achieving targets		Percentage of firms that complete the project's technology adoption programs that are owned by women. Aggregated from country totals.					



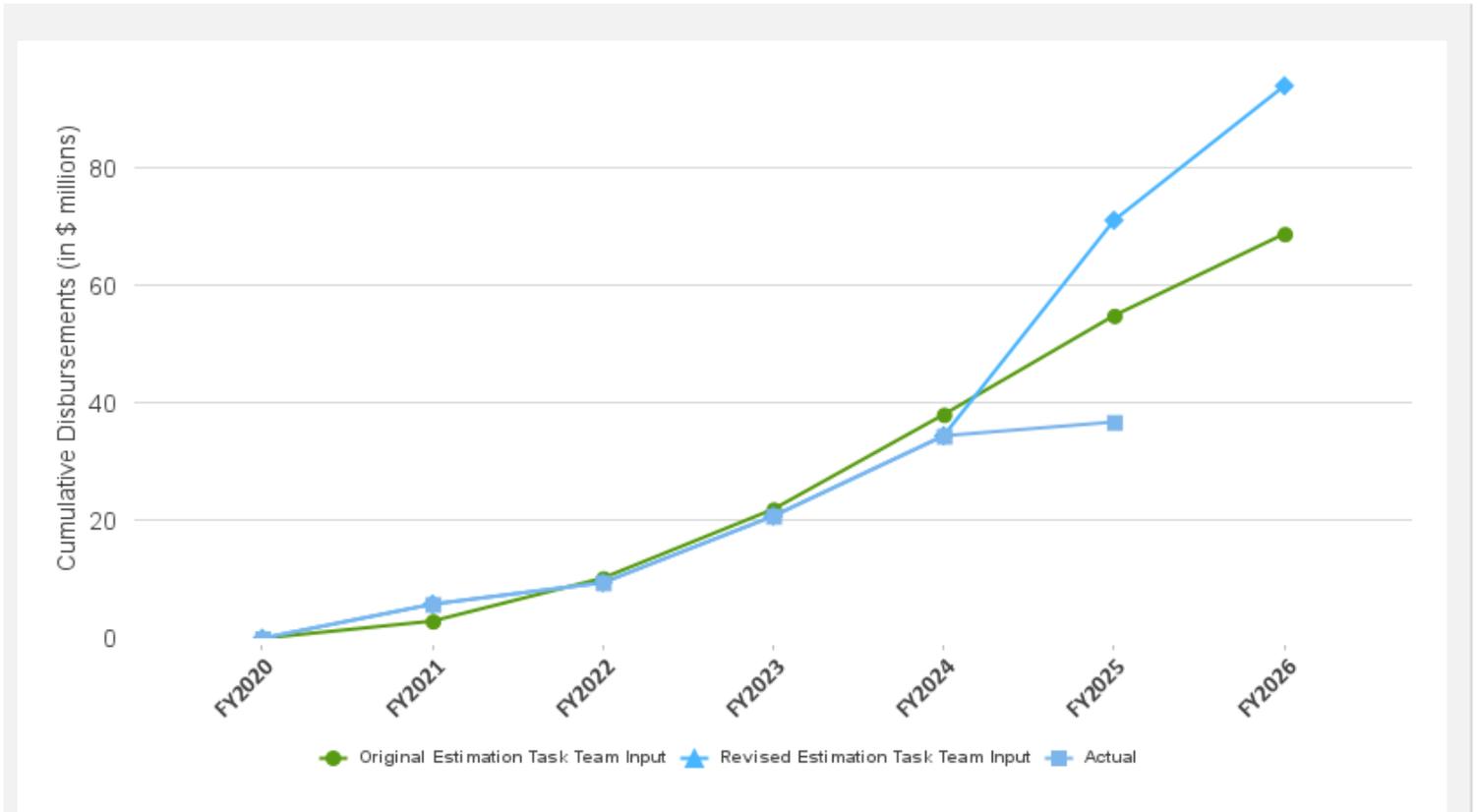
Dominica: Number of firms completing technology adoption program (Number)	0.00	Jul/2020	0.00	15-Jul-2024	77	13-Nov-2024	100.00	Jun/2026
	Comments on achieving targets		Number of firms that complete the project's national technology adoption program					
of which percentage women-owned (Percentage)	0.00		0.00		33		30.00	
	Comments on achieving targets		Percentage of firms that complete the project's national technology adoption program that are owned by women					
Grenada: Number of firms completing technology adoption program (Number)	0.00	Jul/2020	0.00	15-Jul-2024	27	13-Nov-2024	125.00	Jun/2026
	Comments on achieving targets		Same as above					
of which percentage women-owned (Percentage)	0.00		0.00		48		30.00	
	Comments on achieving targets		Same as above					
St. Lucia: Number of firms completing technology adoption program (Number)	0.00	Jul/2020	100	15-Jul-2024	148	13-Nov-2024	125.00	Jun/2026
	Comments on achieving targets		Same as above					
of which percentage women-owned (Percentage)	0.00		75		80		30.00	
	Comments on achieving targets		Same as above					
St. Vincent and the Grenadines: Number of firms completing technology adoption program (Number)	0.00	Jun/2020	0.00	15-Jul-2024	0.00	13-Nov-2024	50.00	Jun/2026
	Comments on achieving targets		Same as above					
of which percentage women-owned (Percentage)	0.00		0.00		0.00		30.00	
	Comments on achieving targets		Same as above					





7. DATA ON FINANCIAL PERFORMANCE

7.1 Cumulative Disbursements



7.2 Disbursements (by loan)

Loan/Credit/TF	Status	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
IDA-66910	Effective	30.00	30.00	0.00	12.34	17.66	41.14%
IDA-66820	Effective	20.00	20.00	0.00	6.85	13.15	34.25%
IDA-66850	Effective	28.00	27.07	0.00	10.93	16.36	40.05%
IDA-66790	Effective	8.00	8.00	0.00	3.36	4.64	41.98%
IDA-D6520	Effective	8.00	7.79	0.00	3.32	4.58	42.05%



7.3 Key Dates (by loan)

Loan/Credit/TF	Status	Approval	Signing	Effectiveness	Orig. Closing	Rev. Closing
IDA-66790	Effective	22-Jun-2020	24-Sep-2020	17-Mar-2021	22-Jun-2026	22-Jun-2026
IDA-66820	Effective	22-Jun-2020	30-Jul-2020	25-Nov-2020	22-Jun-2026	22-Jun-2026
IDA-66850	Effective	22-Jun-2020	31-Jul-2020	23-Dec-2020	22-Jun-2026	22-Jun-2026
IDA-66910	Effective	22-Jun-2020	29-Jul-2020	24-Nov-2020	22-Jun-2026	22-Jun-2026
IDA-D6520	Effective	22-Jun-2020	29-Jul-2020	24-Nov-2020	22-Jun-2026	22-Jun-2026

8. KEY DATES

Key Events	Planned	Actual
Approval	22-Jun-2020	22-Jun-2020
Effectiveness	24-Nov-2020	24-Nov-2020
Mid-Term Review No. 01	15-Mar-2023	10-Mar-2023
Operation Closing/Cancellation	22-Jun-2026	

9. RESTRUCTURING HISTORY

Restructuring Level 2 Approved on 16-Sep-2020

10. ASSOCIATED OPERATION(S)

There are no associated operations