



Individual Responses

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Inter-American Award for Innovation in Effective Public Management - Edition 2015 Response 20 of 20

Individual Responses

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[Page Help](#)

[Go to Survey List](#)

[Go to Report Menu](#)



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Name:	Anonymous	Email:	N/A
Location:	N/A	Company:	N/A
Position:	N/A	IP Address:	201.238.81.90
Started:	06/30/2015 1:31 PM	Completed:	06/30/2015 2:11 PM
Time Spent:	0 days, 1 hours, 40 minutes, 2426 seconds, 2426000 milliseconds	Custom 1:	N/A
Custom 2:	N/A	Custom 3:	N/A
Title:	N/A	Company Hd:	N/A
Department:	N/A	Address 1:	N/A
Address 2:	N/A	Zip Code:	N/A
City:	N/A	State:	N/A
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1. I. GENERAL INFORMATION Member State Applicant

Trinidad & Tobago

2. Public Institution Applicant

Office of the Prime Minister

3. Name of the Innovative Experience

Information Resolution Communication Portal (IRCP)

4. How long the Innovative Experience is being implemented?

2 years

5. Category Applying:

Innovation in Open Government and Access to Public Information (participation, collaboration and transparency in public management)

6. II. BRIEF PRESENTATION / SUMMARY OF THE INNOVATIVE EXPERIENCE. A brief presentation of the Innovative Experience is required (200 words maximum):

The Information Resolution Communication Portal (IRCP) was developed under the Office of the Head of the Public Service of Trinidad and Tobago to provide a platform for citizens and institutions to participate in providing comments, feedback and suggestions on policy issues thereby allowing the governance process to be citizen centric. The IRCP allows citizens of Trinidad and Tobago to utilize a series of social and other online media to register perspective and views on government policies and other related governance issues. Additionally, the IRCP allows for direct, immediate and confidential reporting of service issues to government delivery entities. A further functionality of the portal has been its ability to serve as a "one stop" information stop, for a plethora of Government and Public Service information.

7. III. INSTITUTIONAL INFORMATION

Name of the Applicant Entity: Office of the Prime Minister of Trinidad and Tobago

Address: 13-15 St Clair Avenue, Port of Spain, Trinidad

Telephone: 1 (868) 622-1625

Fax: 1 (868) 628-5883

Website: http://www.opm.gov.tt/

E-mail: NazirJ@gov.tt

8. Administrative level of the Entity

National level

9. Administrative Nature of the Entity

Ministry/Secretariat

10. IV. INFORMATION ON THE INNOVATIVE EXPERIENCE. Please, describe the experience using clear, short and concise language. To that end, we ask you to organize the information by answering the following questions: 1. Description of the Innovative Experience. This section requires to present the Innovative Experience in its details. You should give information and more elements on the initiative. Please take into consideration the following question in order to facilitate the description: Which was the problem to be solved? (300 words maximum)

The Office of the Prime Minister undertook a comprehensive evaluation of the dialogue and engagement between the Government and Citizens; and it was determined that currently there were no: (i) comprehensive organized forum for members of the Civil Service to make their voices heard to Permanent Secretaries or key public policy technocrats in the respective Ministries; and (ii) permanent organized forum for the public to express dissatisfaction with the public service and to give suggestions/feedback on services. This resulted in a disjointed complaint mechanism that allowed members of the public to lodge their grievances with various Government entities, such as the Office of the Ombudsman of Trinidad and Tobago.

11. What does the Innovative Experience consist of? (300 words maximum)

The Information Resolution Communication Portal (IRCP) allows citizens of Trinidad and Tobago, as well as, the international community to utilize a series of social and other online media to register perspectives on national policies and other related governance issues. The portal also allows for a direct interface between the population, the Head of the Public Service and respective Permanent Secretaries in all Ministries. Additionally, the IRCP allows direct, immediate and confidential reporting of issues to the government delivery entity for the resolution of possible unsatisfactory service. A further functionality of the portal is the ability to serve as a "one stop" source for a plethora of Government and Public Service information.

12. 2. Link between the Innovative Experience and the category selected. Please, provide information about the Innovative Experience using clear, short and concise language (300 words maximum):

One major aspect of the portal is that it allows every Civil Servant and by extension the general public (local/international) to directly communicate with the Head of the Public Service and all two hundred and fifty (250) national entities from Ministries, State Boards and Regional Corporations to express grievances, compliments and suggestions for improvement on delivery of national projects, programmes and services. Another great aspect is that the portal provides a secure forum for Permanent Secretaries to collaborate and share solutions thus leading to greater productivity within the group.

13. 3. Link between the Innovative Experience and the evaluation criteria. Please, provide specific information to be considered by the Special Jury. We kindly ask you to be brief and where possible, provide specific data: a. Originality. Creation of original processes within the public administration based on knowledge and experience. This approach seeks to stimulate the creativity of public managers in solving everyday problems related to the work state. Please give the following information: Who conceived the initiative? (300 words maximum). For example:- Consultancy Report, Policy proposal, Officers from the same public institution

In 2012, the Head of Policy, Strategy and Government Performance Management Division, in collaboration with the Permanent Secretary to the Prime Minister and Head of the Public Service conceptualized and planned the implementation of the IRCP.

14. Please describe the elements that make the experience on public management innovative (300 words maximum). For example: a. It focuses on underserved population, b. It is the first time that the public administration deals with the issue, c. It has an unprecedented support from the public sector, d. It involves the citizenship in its management for the first time, e. Other elements?

The "I" in IRCP gives valuable information such as: History of the Government; History of the Head of the Public Service, a listing of the Ministers and Permanent Secretaries and their ministries, together with contact information.

The Resolution aspect of the portal will be used to resolve the issues of citizens. The "R" of the portal will directly impact members of the public and persons who are members of the public service. This feature will allow individuals and/or institutions who believe that they have received sub-standard service from any department or members of the public service to access the system and seek redress. Additionally, members of the public service can directly address concerns to the Head of the Public Service

The "C"- Communication component allows for citizens, public servants, institutions and expatriates to have the opportunity to engage in two way communication between themselves and the Head of the Public Service. It also offers the general population the opportunity to give suggestions to help develop policies. Some of the communication channels are SMS, Email, Chat, Facebook, Twitter, Blogs, Web Forms, Polls, Webcams, etc.

15. Does the innovative experience have a background?, within the same institution or others? (300 words maximum)

The IRCP is a new and innovative experience conceptualized by the Office of the Prime Minister to provide a mechanism for an open government and access to public information via an online portal.

16. b. Citizen Impact. It seeks to demonstrate that the innovation have brought a greater benefit to citizens. For example, shorter waiting times, clear information, simplified processes, etc. Please give the following information: Beneficiary population. Please give qualitative (who) data. If not determinable, please specify the way in which citizens benefit (300 words maximum)

The target group of this portal is the overall population of Trinidad and Tobago and by extension the international community. The Office of the Prime Minister has grouped Users into the following three (3) categories:

- I. Citizen with complaint
- II. Public Servant and institution with a complaint
- III. Tourist/expatriate/other with a complaint

17. Beneficiary population. Please give quantitative (how many - direct and indirect) data. If not determinable, please specify the way in which citizens benefit (300 words maximum).

The current and future Users to benefit from the IRCP cannot be readily quantified due to the availability of the system to both the national and global community. Given the local expansion of the use of information technology (smart phones, computers and tablets), the system is accessible to all citizens of Trinidad and Tobago, approximately one million three hundred thousand (1,300,000) and to a wider extent, the global community.

18. Please explain how citizens benefit from the experience? (300 words maximum). For example: Shorter waiting times, Reduced processing costs, Improvement of citizens life condition in its different aspects, Others

The portal provides avenues for citizens to share valuable suggestions and compliments regarding the services offered by the public service and find helpful information about ministries, legislation etc. It also integrates social media channels to facilitate communication; as this communication means is frequently used by various demographic and psychographic groups in society. Moreover, the IRCP also produces numerous analytical reports, as well as, provides real time feedback on the quality of service provided by staff and state enterprises. In particular, this determination of the level of citizen satisfaction can be used as an additional tool for the management of Ministries and provide an opportunity for collaboration and feedback through online polls for development of national policy.

19. Do you have qualitative indicators in order to demonstrate the impact? Please specify (300 words maximum)

The IRCP allows citizens, national institutions and government employees to be more informed; it will reduce the incidence of

misunderstanding and consequent errors and enables the audience to be more readily aligned to the vision and leadership of the government and to work more efficiently. This in turn, reduces the opportunity for disharmony, discontent or dissatisfaction and supports a healthy working culture in the public service.

20. Do you have quantitative indicators in order to demonstrate the impact? Please specify (300 words maximum)

The IRCP has had a significant number of visits, in particular for the months of January to June 2015 with hits of 8938, 10705, 12936, 14482, 17549 and 18817 respectively.

21. c. Replicability. It refers to the ability to replicate the innovative practice in other countries of the Americas. To that end, the possibility of adapting administrative processes to other institutional contexts, the availability of funding and the political and social constraints should be valued. Please give the following information: Why is the innovative experience likely to be replicated by other institutions? Explain (300 words maximum). For example, If: It is adaptable to institutions of different size, It does not require much budget, It does not involve social conflicts, as it consists of a requested and common-use initiative, It does not require much human resources, Human resources training is easy, etc.

The IRCP is a proprietary, copyrighted and patented application from the Office of the Prime Minister, Government of the Republic of Trinidad and Tobago. This system can be replicated with the necessary customization to the online interface and analytical backend of the portal to meet the requirements of interested institutions and/or countries.

22. What key elements should be considered before the new experience is replicated by other entities? Explain (300 words maximum)

The interested parties should conduct a public awareness and communication process evaluation on the accessibility and delivery of government projects, programmes and services; in particular, information disseminated on government services, resolution of complaints/concerns and direct two (2) way communication with the relevant government personnel and the wider population.

23. d. Effectiveness. It refers to the ability to measure/achieve expected results through innovative experience, according to the objectives that have been proposed in a particular public policy (broadly defined as a program, activity, process, etc). Please give the following information: Which were the deadlines taken into account at the beginning of the implementation of the public policy? Were they achieved? (300 words maximum)

The following implementation schedule for the period September 2012 to February 2013 was executed for the IRCP:

- Design and Development -4 weeks
- Testing-2 weeks
- Configuration- 1 week
- Training-1 week
- Implementation to Ministries and general public-8 weeks

24. Which were the results accomplished? Please give quantitative data (300 words maximum)

Approximately 93% of all complaints/questions/suggestions and concerns were successfully resolved utilizing the mechanisms of the IRCP.

25. Which were the results accomplished? Please give qualitative data (300 words maximum)

Information that was provided in the IRCP aided in the development of a national policy. Two prominent examples are: (i) the identification of possible school construction locations which allowed for a larger number of students getting access to education and redound to the continuous development of Trinidad and Tobago's economy; and (ii) restructuring of the current policies pertaining to visiting times and patient care in all health facilities across Trinidad and Tobago.

26. Which was the evaluation method used for the innovative public policy? (300 words maximum)

During the planning and implementation of the IRCP, User Acceptance Testing (UAT) was done to evaluate the functionality of the system. Once implemented, the components and performance of the IRCP were monitored by a sub unit in the Policy, Strategy and Government Performance Management Division of the Office of the Prime Minister to ensure the achievement of the system's mandate.

27. If you could give an opinion on the results obtained through the Innovative Experience. Would you say that the results had a great, regular or low impact? Please explain (300 words maximum)

The Office of the Prime Minister declares that the IRCP has fulfilled its objective by addressing the problems by providing a means for citizens, institutions and other interested users to express concerns/complaints/suggestions to the respective government agencies. These inputs became the impetus for the formulation of new national policies which aided in building a better economy through a more efficient and effective governance of Trinidad and Tobago.

28. To what extent has the initial public issue been solved? (300 words maximum)

The IRCP has provided vast improvement in the delivery of public service through the creation of a resolution centre which established a framework to efficiently address citizens' complaints/concerns/suggestions in a specified time frame. In addition, the Head of the Public Service can now communicate with the Permanent Secretaries, staff of all Ministries and to a wider extent the population in general to ensure service standards are being delivered and for the maintenance of optimal job satisfaction in the Public Service. Moreover, the systems' capacity to manage and administer surveys internally with analytics, web-polls, vote caster and counter hits has aided in the formulation of national policy.

29. e. Efficiency. It refers to the ability of government to manage their processes so that they can optimize their resources (financial, human, logistic, etc.) and in turn generate more and better results. Please, give the following information: General Budget of the Entity / Budget for the Innovative Experience. Has the entire budget been executed? (300 words maximum)

The executed budget for the IRCP is approximately TT\$250,000 and the annual cost of hosting the online portal is TT\$95,000.

30. Number of the Entity's personnel / Number of personnel working in the Innovative Experience (300 words maximum)

Currently, the sub unit in the Policy, Strategy and Government Performance Management Division employs a System Administrator, two Monitoring and Evaluation Officers and a Content Management Board to effectively manage the operations of the system. Additionally, all thirty-two (32) Ministries have established a Resolution Coordinating Unit to resolve issues pertaining to their respective Ministry.

31. If you could give an opinion on the cost-benefit of the implementation of the Innovative Experience: Would you say that it is positive, negative, equal? Please, explain (300 words maximum):

The Office of the Prime Minister has assessed that this undertaking was a positive one as the benefits of the implementation of the IRCP outweighs the cost of administration of the system. It was determined that to: (i) communicate more effectively with various stakeholders, (ii) disseminate information easier, receive feedback and complaints from stakeholders; (iii) inform and update the target audience; (iv) provide a historical overview of the public service; (v) provide a database of relevant government information; (vi) provide a secured forum for Permanent Secretaries where important issues can be discussed have resulted in both tangible and intangible benefits to the Public Service and to the national community. Accordingly, the initial objectives that were identified were met by implementation of the system and it is expected with further enhancements it will continue meeting the expectations of all stakeholders. Not only does the IRCP save time but it saves money as well.

32. What difficulties have you found in the implementation process of the Innovative Experience and what have you done to overcome them? Please, detail (300 words maximum): Budgetary difficulties, Political difficulties, Social difficulties, Others

As the IRCP is a new and innovative mechanism, there were no existing models to conduct a comparison which resulted in technical and financial resource constraints. However, these were overcome because policies were developed from scratch due to budgetary constraints. The OPM reduced cost by conducting most of the development work in house.

33. f. Complexity of the problem it solves. It refers to the complexity of the problem and the solution presented by the public administration. In that sense, experiences dealing with the central management of public administration are more valued since they involved larger population, and the problem management is applied to multiple levels of government and associations, amongst other. Please, give the following information: Why is the experience complex? For example, if (300 words maximum): It involves different types or a big part of the population; It involves different administrative levels, It has to deal with resource scarcity, It needed a greater effort to deal with different stakeholders for the implementation of the Innovative Experience, With whom coordination was needed?, It had to deal with a hostile environment for the work of the public institution, It exists other elements to take into account.

The complexity of the IRCP can be demonstrated by its ability to receive, store and organise a large amount of data effectively through the systems' functional architecture. This process is exhibited where a unique ticket identification number is created and allows the user the ability to track the progress of the complaint through the resolution process. There is the provision of a media centre where current issues can be uploaded on the portal to provide information of significant issues affecting the citizen/institution/employee. In addition, it has the capacity for 'live person' chat assistance linked to the Office of the Permanent Secretary to the Prime Minister and the Head of the Public Service.

34. g. Sustainability of the Experience. It implies the level of "rooting" of the experience that makes it able to stay in time, to resist political changes of government, institutional and organizational changes, lack of funding, lack of commitment of the authorities and government officials, amongst other. Please, give the following information: Implementation time of the Innovative Experience (300 words maximum):

The Office of the Prime Minister, in collaboration with its consultants, took approximately six (6) months to plan and implement the IRCP.

35. Number of years covered by the budget (Please, specify the coverage: 1, 5, 10 years) (300 words maximum)

The budget for the design, development and implementation was expended in one (1) year. The budget for hosting the IRCP will span a period greater than ten (10) years.

36. Number of public institutions involved (300 words maximum)

The major public institutions involved were:

1. Ministry of Planning
2. Ministry of Public Administration
3. Ministry of Trade, Industry, Investment and Communication
4. Ministry of Public Utilities

37. Budget Source: Public or Private? (300 words maximum)

The funding for the IRCP was approved by the national budget of Trinidad and Tobago.

38. Legal regulation of the Innovative Experience that makes it mandatory through time (300 words maximum)

Official approval for the implementation of the IRCP was received from the Cabinet of the Government of the Republic of Trinidad and Tobago.

39. Other information related to the sustainability of the Innovative Information (300 words maximum)

Given the philosophical underpinnings of the original concept, the IRCP will continue to evolve by the addition of enhanced functionality.

Currently Implementation Plans are being developed to include the following:

- A Knowledge Management component of a "full" Contact Centre to be used for logging citizens' suggestions and complaints in the IRCP. This will be in collaboration with the Ministry of Public Administration and the Ministry of Science and Technology. It will expand the usability and reach of the system by allowing snail mail submission, walk-ins and telephone (IVR) as further channels for the User to interact with the system.
- A Citizen Satisfaction Survey for evaluating all government Ministries. This will allow results to be displayed on individual service dashboard gauges for each entity. The gauge will comprise of three segments red, amber and green and correspond to a real-time composite total of responses to levels of complaint resolution by Ministries. It will provide feedback at a glance on the responsiveness of Ministries towards problem resolution from lodged complaints.

40. h. Gender Perspective. It considers how the initiative impact differentially men and women and how public administrations have succeeded in adapting their internal processes in planning, implementation, evaluation and monitoring in order to meet this situation. Please, give the following information: In the policy designing and planning, did the institution take into account the reality of women and men and was it considered that this could differentially impact them? (300 words maximum)

The tenets of equality and meritocracy are adhered to when all policies and programmes are undertaken by the Office of the Prime Minister.

41. Was it considered a differential percentage of men and women in the management and implementation of the innovative experience? If so, please specify it (300 words maximum)

The tenets of equality and meritocracy are adhered to when all policies and programmes are undertaken by the Office of the Prime Minister.

42. Are management positions held by men and women? Was there any specific selection mechanism, as gender quotas? If so, please specify (300 words maximum)

These positions are held by both genders in the Office of the Prime Minister.

43. Does the initiative include explicit/institutionalized affirmative action strategies or positive discrimination beneficiaries taking gender differences? For example differentiated services, special hours for mothers, among others. If so, please specify it (300 words maximum)

The tenets of equality and meritocracy are adhered to when all policies and programmes are undertaken by the Office of the Prime Minister.

44. Was it considered a differential percentage of men and women among its beneficiaries? If so, please specify it (300 words maximum)

The IRCP will benefit all citizens of Trinidad and Tobago.

45. The initiative has been considered a distinct monitoring and evaluation to determine how it impacts differentially to men and women? If so, do you have corrections or adopted strategies to overcome difficulties? (300 words maximum)

The IRCP will equally benefit all citizens of Trinidad and Tobago.

46. PARTICIPANTS STATEMENT

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47. I have read and accept the terms and conditions previously described for the Inter-American Award for Innovation in Effective Public Management - Edition 2015

Yes

