

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

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I. GENERAL INFORMATION Member State Applicant

Trinidad & Tobago

Public Institution Applicant

National Information and Communication Technology Company Limited

Name of the Innovative Experience

ttconnect

How long the Innovative Experience is being implemented?

8 years

Category Applying:

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

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

ttconnect, was designed to enhance the experience of citizens and businesses in easily accessing services and information from the Government of the Republic of Trinidad and Tobago. In so doing, ttconnect provides its users with the convenience of many Government services through its multi-channelled service delivery initiative.

ttconnect is one of the premium service offerings of the National Information and Communication Technology Company Limited (iGovTT) which functions under the auspices of the Ministry of Science and Technology and was established in 2007. ttconnect has six (6) service delivery channels: the ttconnect Express or its service centres on wheels, which which are retrofitted buses and house a full service centres and realted amenities and reaches citizens in the rural and under-served areas of Trinidad and Tobago; ttconnect Service Centres provide government offerings through the brick and mortar setup several of the towns within Trinidad and Tobago and offer extended business hours, opening also on Saturdays; ttconnect Online brings Government

information to individuals in the comfort of their homes through the ttconnect portal; ttconnect Mobile extends this online presence to citizens via their mobile devices, while ttconnect Kiosks provides Government information to citizens via an electronic interface at various public locations throughout the country - this interface is similar to that of an Automatic Teller Machine. Finally, a Toll Free contact number of 800-TTCN is made available to citizens and managed by the ttconnect unit to facilitate inquiries and requests for information.

III. INSTITUTIONAL INFORMATION

Name of the Applicant Entity: National Information and Communication Technology Company Limited

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Administrative level of the Entity

National level

Administrative Nature of the Entity

Specialized Agency

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)

In the Opinion Leaders Panel Baseline Report 2002, Government services were characterized as being slow inefficient and delivering poor customer service; the Report also indicated that in terms of contacting public services, the most popular option for accessing Government services was face to face, in a one stop shop (45%). The Wave 5 Report 2005 - Key Trends and Policy Areas, indicated that the perception of Government services had remained unchanged; those findings strengthened the need to urgently redefine how Government services were delivered and the quality and variety of the needed interfaces.

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

Trinidad and Tobago has, with the advent of ttconnect demonstrated its commitment to enhancing the public service experience while ensuring that varying and more innovative ways are used to connect with the citizens. The use of ICT as a tool for the enhancement of the provision of and access to government services and information has long been regarded an indicator of growth and development. Each of the six (6) delivery channels actively utilize ICT in the pursuit of extending the reach of Government services and information to the public via its six(6) channels.

The ttconnect Service Centres provide a physical customer experience where persons can access government services. They are located in the suburban communities across the country and provide the additional convenience of extended business hours.

The ttconnect Express is the Unit's fleet of mobile offices which traverse the rural areas of Trinidad and Tobago providing persons with government service and information.

The kiosks are an electronic interface which provide online access to government information and

are conveniently located across urban districts.

The online portal known as ttconnect Online is the virtual conduit through which individuals can traverse when requiring access to government information.

The ttconnect Mobile further extends the ttconnect Online conduit as it is a mobile friendly version of the government portal thereby allowing access on the go.

The Toll Free contact number is an avenue through which the public can make inquiries over the telephone during extended business hours.

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):

ttconnect Online established in 2009, provides an infrastructure where shared services are offered to ministries on the back end, while at the same time presents a client-centric approach to accessing information on Government services. This is inclusive of features such as ttconnect ID, where since 2011 users have access to a number of e-services via the Ministry of Trade, Industry, Investments and Communication (MTIIC) TBizLink suite.

Information from ttconnect Online is replicated to allow users access on internet ready smartphones, via ttconnect Mobile established in 2010 and ttconnect Self-Serve Kiosks, established in 2009 while clients can access information on Government services through the ttconnect Service Centres which was launched in 2007 and Express buses launched in 2010. These two latter channels provides fifty two (52) Government Services, on behalf of twenty one (21) partnering Ministries and Agencies.

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

The initiative was conceived by the Ministry of Public Administration and Information, in the Public Service Transformation and Development Division. The operationalisation of the initiative was passed to iGovTT in 2009.

The originality of the initiative sought to increase the public's satisfaction with government service through increasing the convenience and accessibility of government services and information. Through the multiple channels, ttconnect has made significant progress towards customer satisfaction with Government Services.

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?

ttconnect was created with a view to not only enhancing the government's ability to provide goods and services to the public, but to change citizens' perception of the public service. For years the general complaint about the public service amongst citizens and nationals, both local and foreign, focussed on the difficulty of accessing both services and information and the poor level of customer service received at front desks of Ministries and state agencies.

ttconnect is one avenue whereby government has engaged in the decentralization of its services for the benefit of its citizenry. Each channel of delivery allows for more members of the population to access information and services irrespective of their location and or socio-economic status. The provision of multiple services from one service access point is also considered a public benefit. The potential for reduced traffic congestion and carbon emissions are environmental advantages which had also been identified in addition to costs saving and benefitting time-challenged professionals. Expanded business hours at the Centres and Toll Free telephone line, coupled with twenty-four (24) hour online access via the ttconnect Online Portal and its mobile version have been identified as further benefits given that citizens no longer have to take time off from work to access services during normal business hours; thereby contributing to increased national productivity.

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

The ttconnect Service Centre Channel was launched in November 2007, under the remit of the Ministry of Public Administration, Public Service Transformation Department with the objective of changing the way Government services are delivered to the public. Additional Service Centres were established in December 2007, December 2008, January 2009, March 2009, February 2011 and May 2015. Currently there are seven (7) ttconnect Offices throughout Trinidad and Tobago. Eleven (11) Government Services were initially offered in 2007, this has expanded to fifty two (52) services are offered as at June 2015.

ttconnect Online was established in November 2009, this provides a client-centric approach to accessing information on Government services, twenty four hours a day, seven days a week, three hundred and sixty five days a year.

Information from ttconnect Online is replicated on ttconnect five (5) Self-Serve Kiosks strategically located in Trinidad and Tobago from November 2009 and via ttconnect Mobile Channel launched in November 2010 which allow users access to information on Government services on internet ready smartphones.

ttconnect Express Channel was launched in June 2010 with one large bus, two smaller buses were added to the fleet in 2011. These buses have visited rural and urban communities in Trinidad and Tobago.

Toll Free Number was launched in April 2013, inviting the public to contact ttconnect Service Centres to inquire about Government Information and Services.

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)

with citizens not having to travel to the two (2) main cities within Trinidad and Tobago the impact of shorter lines, less waiting time before being served have been evident within ttconnect. A large percentage of these customers are lower income earners and frequently submit applications for Grants and Subsidies, students for access to Tertiary Education funding, retirees for submission of Life Certificates, business men and women for access to online Government Business Services.

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).

Customer satisfaction at ttconnect Service Centres stands at 97.1% as at May 2015. As at May 2015, the Service Centres have conducted 149,759 interactions with citizens. The ttconnect Express buses have made 774 trips to rural communities across the twin island republic and conducted 23,733 interactions with citizens. The Online Portal has facilitated 13 Million visitors and the Mobile portal facilitate 393,262 visitors. Meanwhile the kiosks have facilitated 101,104 sessions with citizens.

In January 2014, ttconnect initiated its Client Feedback Program (CFP) which requires willing customers to respond to questions about the quality of service received at the ttconnect Service Centres and Express buses. This CFP was combined with a Mystery Shopper Program in April 2014 which was undertaken to determine the quality of customer service perceived by ttconnect end-users and to determine gaps for improvement. with respect to quality management of all interactions ttconnect has an extensive customer service policy built upon ISO standards.

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

Citizens benefit from not having to travel to the capital to access Government Services. As such they save time and money. Also, ttconnect's business processes have been aligned with ISO standards and therefore customers benefit from improved processing, the highest levels of customer service and quality assurance.

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

maximum)

Service Level Agreements and Memorandum of Understanding with partnering agencies help to maintain and standardize the customers' experience. ttconnect constantly seeks to improve its service and is currently registered for the Trinidad and Tobago Diamond Standard program which assesses and awards certification to the public service excellence.

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

For the period January 1st 2014 to September 30th 2014, more than one thousand seven hundred (1,700) responses have been received. Ninety seven percent (97%) of clients have reported that they are satisfied with the service offered by ttconnect. Ninety one percent (91%) of clients advised that they were attended to within five (5) minutes of entering the Service Centre, with Ninety one percent (91%) of clients completing their transaction within fifteen (15) minutes.

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.

Many ttconnect innovative ideas have been replicated and are evidenced in the other Ministry Divisions projects, such as the Mobile Career Coach (two buses) which offer a subset of the services which ttconnect offers under the Suite of Services in its Training category; the People Issues Resolution Committee Mobile Unit, a retro-fitted bus which assists citizens resolve outstanding issues in their community for which they require the Government's assistance; the Water and Sewage Authority's self service kiosks; offer access to citizens in public locations who do not have access to the Internet; and the MTEST One Job Store, a decentralised service centre. These have all been possible as Trinidad and Tobago typically has a large budget for Public Sector improvements and approval for such projects is relatively simple. Implementation is easily facilitated through the competent private sector industry that can bring much of the needed work into reality.

Additionally, discussions were held with Grenada with respect to replicating of ttconnect's initiatives and service delivery frameworks.

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

The key elements that should be considered before this new experience is replicated by other entities include:

1. Budget/Cost
2. Support from Government - whole of Government approach
3. Buy-in from Stakeholders
4. Model for implementation

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)

Cabinet Minute Number 454-2007/03/01 (8th March 2011)

- Phase I – to introduce eleven (11) services from five (5) ministries and departments at six (6) TTserve counters (by April 2007); one (1) in Tobago and five (5) at NALIS libraries in Trinidad.
- Phase II – to establish three (3) full service centres in Sangre Grande, Couva and Point Fortin (by May 2007) offering information, application forms, and non-payment transactions at flexible work hours, with visiting officers from key Ministries offering the public convenience of specialised services in these communities
- Phase III – to introduce eight (8) cash services from three (3) ministries, at the Phase II

locations (by November 2007)

Cabinet Minute 2564-2008/09/11 (18th September 2011)

Ministry of Public Administration (MPA) would be implementing a pilot project to deploy no more than five (5) self-service kiosks, at a cost not expected to exceed TT\$1M

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

Customer satisfaction at ttconnect Service Centres stands at 97.1% as at May 2015. As at May 2015, the Service Centres have conducted 149,759 interactions with citizens. The ttconnect Express buses have made 774 trips to rural communities across the twin island republic and conducted 23,733 interactions with citizens. The Online Portal has facilitated 13 Million visitors and the Mobile portal facilitate 393,262 visitors. Meanwhile the kiosks have facilitated 101,104 sessions with citizens.

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

Phase I - Two (2) Service Centres opened in November 2007 & December 2007 at Library locations

Phase II - Four (4) Full Service Centres opened; two in December 2008, one in January 2009, one in March 2009

Additionally, new ttconnect offices were opened at MTIIC POS and Sangre Grande to accommodate expanding service requirements.

An overall increase in customer satisfaction was achieved through the ability to access Government services via extended working hours and decentralization of ttconnect Service Centres. These customers are lower income earners from submitting applications for Grants and Subsidies, students for access to Tertiary Education funding, retirees for submission of Life Certificates, business men and women for access to online Government Business Services.

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

The evaluation was conducted using statistical data provided from the interactions with customers. This was submitted to Cabinet for approval. Additionally, client feedback forms were introduced in 2014 to obtain client feedback directly on the satisfaction and customer service levels. Additionally, feedback email was launched for users to express their state of satisfaction and comments with respect to the Online, Mobile and Kiosk channels. Lastly, a Mystery Shopper exercise was conducted to evaluate all channels. This was conducted by an external agency so that a unbiased view of ttconnect could be obtained. The Mystery Shopper report is attached as an appendix.

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)

ttconnect has easily achieved the overall objectives which focused on increasing the Public Service's accessibility to the citizenry and general public and simultaneously enhancing the quality of the service interactions experienced by all users of the ttconnect service offerings and channels. The convenience created by multiple channels for service delivery allows for citizens to hold the power of choice - an issue which drives satisfaction and enhances the view of convenience. An individual can choose an avenue for accessing service and information that is most suited to their needs and preference at their convenience. The provision of available options for delivery of government services and information and the continued growth of the services offered are clear indicators of the Public Service's commitment to deliver citizen-centric customer service solutions.

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

The initial public issue of poor customer service levels has been solved for clients that visited ttconnect. Customer satisfaction at ttconnect Service Centres stands at 97.1% as at May 2015. As at May 2015, the Service Centres have conducted 149,759 interactions with citizens. The

ttconnect Express buses have made 774 trips to rural communities across the twin island republic and conducted 23,733 interactions with citizens. The Online Portal has facilitated 13 Million visitors and the Mobile portal facilitate 393,262 visitors. Meanwhile the kiosks have facilitated 101,104 sessions with citizens.

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)

In 2007, Cabinet approved TT\$ 17,477,443.75 for the establishment of the pilot project of ttconnect, then called TTserve. Later, after the pilot project was approved as an ongoing establishment, for the period Oct 2009 to Sept 2011, cabinet approved TT\$57,100,592.00 for the ttconnect initiative. It was then transferred to iGovTT to manage with Government ongoing subvention from its parent ministry.

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

The ttconnect Unit consists of the following personnel:

- 1 - Head
- 1 - Business Support Assistant
- 1 - Team Lead
- 2 - Channel Specialists
- 7 - Managers
- 24 - Clients Service Specialists
- 1 - Bus Driver

Other units within iGovTT provide the relevant support to ttconnect including; Human Resource, Corporate Communications, Finance & Administration, Operations, etc.

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 cost-benefit of ttconnect is a positive one, as the benefits outweighs the cost of the implementation.

With an average cost for implementation of \$TTD70 per capita (Trinidad & Tobago population is 1.3 million), the ttconnect initiative has brought tremendous results for such a relatively small investment. This is evidenced in the satisfaction ratings and accomplishments previously mentioned.

The benefits of ttconnect include:

- Transactional Efficiency - delivers several government services and information from - one brand through within multiple channels with growing usage.
- Extended working hours
- Customer Service Excellence - as indicated by MORI poll results
- Convenience to Customers
- Accessibility defined by 24/7/365
- Multichannel availability
- Ability to supply Government Services in Non-Traditional areas
- Government support as validated by Government Ministers and Members of Parliament

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

The implementation of ttconnect amongst the existing public service landscape was not without challenges. Given the fact that whilst the methods of service delivery, along with the avenues for access were new to the Civil Service, the services being offered were already in existence. As such, budgetary justifications were met with resistance as some stakeholders did not see the need for the incurred additional expense. Ministries and state agencies have been mandated by Cabinet to offer their services to the public through ttconnect. As in many change management initiatives there was some resistance which first materialized in a lack of cooperation however

significant stakeholder engagement discussions allayed the lack of clarity and brought a closer working relationship. Public perception about the quality of customer service at state-owned front offices was very negative - ttconnect's success has removed a large part of that perception.

ttconnect has thus far managed to steer clear of falling victim to political suasion. Throughout its existence, each political administration has appreciated the value of an entity such as ttconnect.

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 experience was a complex one as it involved offering Government information and services from its traditional 8:00 am - 4:00 pm, Monday to Friday workday and from many different Ministries and agencies to ttconnect's one stop customer experience of ; 7:30 am to 6:30 pm on weekdays and 8:00am to 12:00pm on Saturdays. It also involved the delivery of all applications to a myriad of Government agencies. The use of Memorandums of Understanding and Service Level Agreement resolved the issues of quality control and roles and responsibilities within the spectrum of service delivery and has allowed the complexity of service delivery of many Government services to be simplified to the end-user.

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 ttconnect initiative was implemented to its current state over (2007-2015) 8 years and was strategically built on providing added-value and by ensuring that the operational aspects were always built upon service delivery excellence. Service Centres were established in December 2007. Additional service centres were added 2008, and the Online portal was established in November 2009. The Express buses were launched in June 2010, shortly followed by the Mobile portal in November 2010. The toll free contact centre was launched in April 2013. Together all these channels have consistently improved individuals and businesses access to government information and services. The built policies and management framework built the needed culture and values within the unit to always ensuring that we are at the forefront of understanding and delivering the needs of the end-user.

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

The number of years covered by the budget was five (5) years, from 2007 to 2011 and ongoing management is funded by Government subvention to iGovTT from its parent Ministry.

Number of public institutions involved (300 words maximum)

Twenty One (21) Public Institutions have partnered with ttconnect.

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

The source of funds for ttconnect has always been Public.

The five (5) year period; from 2007 to 2011 was approved by Cabinet and Cabinet approved ongoing management through Government subvention to iGovTT from its parent Ministry.

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

Cabinet has mandated that all Ministries & Agencies offer their services via ttconnect. The growth of the same continues to be a work in progress with increasingly more Government ministries and agencies using ttconnect's multi-channel mechanisms.

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

As additional Government Ministries use ttconnect the sustainability of the model grows. to further enhance the framework on which its built, Service Level Agreements and Memorandum of Understanding with partnering agencies help to maintain and standardize the customers' experience as well as mandate partnership agreements and levels of service. ttconnect constantly seeks to improve its service and is currently registered for the Trinidad and Tobago Diamond Standard program which assesses and awards certification to the public service excellence. Contracted agreements with Service Providers for Security and Facilities also help to maintain the sustainability of the initiative.

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)

Initially the focus was not on gender sensitive, however with the inclusion of additional services over the lifespan of the initiative, there has been deliberate efforts to ensure that all members of society benefit from the ttconnect service offerings, including gender sensitive programmes, such as Women in Harmony and Defining Masculine Excellence.

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)

No, it was not.

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

Management positions are held by both men and women, in the ratio 40:60.

Selection was based on qualifications and suitability of fit.

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 policies that are in existence support and enforce the national policies and best practice for treating with maternity and paternity benefits. See attached maternity benefit act and iGovTT Human Resource Policy.

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

No this was not considered.

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 initiative did not consider distinct monitoring and evaluation strategies as it affects men and women.

PARTICIPANTS STATEMENT

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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