



Government of the Republic of Trinidad and Tobago

Ministry of Public Administration

Response to the Joint Select Committee on Finance and Legal Affairs

First Report of the Joint Select Committee on Finance and Legal Affairs on an inquiry into the Ease of Doing Business in Trinidad and Tobago, First Session (2020/2021), Twelfth Parliament

March 2022

Response to the First Report of the Joint Select Committee on Finance and Legal Affairs – An Inquiry into the Ease of Doing Business in Trinidad and Tobago

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Objective 1: To determine the shortcomings in the Ease of Doing Business (EODB) in Trinidad and Tobago			
23 A.	<p>The Committee advises that the MPADT more intensely drive the digital transformation of critical business processes which are essential for boosting the e-government and e-commerce capacity of relevant MDAs. It is anticipated that this transformational process may involve the following:</p> <ol style="list-style-type: none"> i. Development of a standardised and measurable definition of digital literacy; ii. Disaggregation of digital literacy skill indicators into a composite index; iii. Alignment of demand and supply of digital skills. <p>Ultimately the aim of this Ministry must be to aggressively attain the objective of enhancing “How government does business, utilizing available technologies to maximise efficiency and accountability.”</p>	38	<p>The MPA is responsible for training in the Public Service, the MDT has responsibility for the wider society. Through a process of benchmarking and other relevant research, the MPA will determine the digital literacy profile and definition necessary for the effective support of the digital transformation by the Public Service. The Ministry will conduct a capacity needs analysis to identify the gaps in digital literacy and develop a programme to close those gaps.</p> <p>The result of this process will be digital capacities for the effectiveness and efficiency of the Trinidad and Tobago Public Service,</p>
C.	<p>The Committee recommends that an Inter-Ministerial Committee comprising the five substantive Ministries in addition to the Port Authority of Trinidad and Tobago identified in Table 1, responsible for the various indicators under the</p>	39	<p>The role of the MPA in determining the shortcomings in the Ease of Doing Business (EODB) in Trinidad and Tobago is supporting and measuring the effectiveness and the efficiency of the Public Service and to provide appropriate</p>

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	<p>EODB, be created with a view to enforce oversight of implementation agencies and drive service level agreement timeframes. In order to build and sustain momentum for EODB reforms via a public/private partnership the following strategies should be incorporated:</p> <ol style="list-style-type: none"> <li data-bbox="306 558 989 699">i. Stakeholder identification and analysis exercise with a view to pinpointing the core agencies relevant to each EODB indicator; <li data-bbox="306 704 989 846">ii. The creation of agreed upon strategies for information disclosure, stakeholder reporting and feedback mechanisms for the incorporation of stakeholder input; <li data-bbox="306 850 989 992">iii. The creation of dedicated agency/implementation units to support the monitoring and evaluation of key projects; <li data-bbox="306 997 989 1138">iv. The adoption of negotiation and partnership building techniques supported by grievance management techniques; <li data-bbox="306 1143 989 1317">v. The continued engagement of stakeholders through their inclusion in project monitoring via consultation with the private sector to solicit their views on EODB reform. 		<p>capacity building interventions. The MPA is building a Public Service Performance Management System (PSPMS), with assistance from the Inter-American Development Bank. This system will provide a performance reporting framework for a whole of government perspective. It is proposed that as part of Cabinet's oversight of the Government, use of the system with periodic reporting would provide the basis to track progress in meeting EODB targets as well as other results.</p>

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Objective 2: To assess the effectiveness of proposed reforms aimed at improving the EODB			
61. A.	<p>The response of the MPADT must provide the Parliament with a status update on the completion of the following:</p> <ul style="list-style-type: none"> i. The G2B service projects with the Ministries of Finance and Attorney General; and ii. Rollout of G2B service projects to other Ministries, Departments and Agencies 	58	<p>The update on the G2B projects of the PSPMS is as follows:</p> <p>(i)(a) Ministry of Finance – Customs and Excise A sensitization session was held on August 5, 2021 with the Customs and Excise Division of the Ministry of Finance and during which the PSPMS was introduced and discussed to identify some key areas for collaboration. Some of these areas would enable e-Government such as an online repository for legal files; use of technology for managing human resources (IhRIS); and online processing of customs-related payments by couriers. The MPA’s Modernisation and Service Improvement Division (MSID) will be working with the Customs and Excise Division to identify key projects to address the EODB.</p> <p>(b)Attorney General – Registrar General A sensitization session was held on July 14, 2021 with the Registrar General and members of the MSID to present the PSPMS. The meeting sought to identify the roles and responsibilities and determine areas for collaboration. A follow-up meeting will be held to re-define how the PSPMS could assist. While the Registrar General’s Department is involved in a suite of Service Delivery Improvement initiatives, the PSPMS will be able to provide a measurement framework.</p> <p>(ii) The first Phase of the PSPMS consists of six (6) pilots. The field work commenced in May 2021. It is anticipated that Phase II of PSPMS will target other MDAs. It is the intent that</p>

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			the second phase will run simultaneously with Phase I, once the requisite resources are made available.
B.	The Committee advises that the MPADT consider the introduction of mandatory reporting on the progress of internal reform measures by key agencies within the EODB framework to enable greater oversight by the MPADT of the various measures to improve service delivery by partner agencies.	58	<p>While the Ministry acknowledges the role currently played by the Ministry of Trade and Industry in this regard, we accept the recommendation and will implement the requirement. The MSID will design an appropriate Template for reporting by MDAs. Reports will be actively reviewed. Appropriate and timely feedback and support will be provided to MDAs to ensure the success of their reform measures.</p> <p>We accept the recommendation and will implement the requirement. The direction of Human Resource Modernisation will be steered collectively by the Human Resources agencies in the Public Service.</p>
C.	In furtherance of recommendation (B) above, a template should be urgently created that can be used by Ministries/ entities to demonstrate in real time how their operational processes and performance are contributing to the improvement of specific EODB indicators.	58	The MPA accepts the recommendation and will implement the requirement. The MSID will design an appropriate Template for reporting by MDAs. Reports will be actively reviewed. Appropriate and timely feedback and support will be provided to MDAs to ensure the success of their reform measures.
D.	The Committee sees merit in the adoption of metrics and other target indicators by respective Ministries not only to measure agency performance but also the impact and effectiveness of EODB reforms.	58-59	The Public Sector Performance Management System (PSPMS) is intended to measure and improve service delivery. It is anticipated that the successful implementation

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	<p>These would be specific to the various Government to Business initiatives currently being operationalised (MoAGLA, MTI and MoWT) and may include but not be limited to the following:</p> <ol style="list-style-type: none"> i. Average resolution time- to track the average time it takes to solve customer issues; and ii. Customer satisfaction surveys- to solicit customer feedback either in person or via online platforms. 		<p>of the PSPMS across Ministries, Departments and Agencies (MDAs) will:</p> <ul style="list-style-type: none"> • improve the overall effectiveness of the State; • facilitate ongoing monitoring and evaluation of service delivery, implementation across all sectors which are linked to strategic plans and institutional performance; and • enable the measurement and assessment of outcomes against improvement targets, and provide early-warning of problems, as well as providing support through corrective actions to address under-performance through various assessments which cover the four perspectives as listed hereunder: (1) Citizen Experience, (2) Service Delivery, (3) Learning & Growth and (4) Governance & Accountability. <p>The model is built on the recognition that public service performance is ultimately determined by citizens/clients who assess performance by the principle of value creation.</p> <p>Performance Management supports sound decision-making, which in turn, leads to improved performance, greater accountability and positive societal outcomes.</p> <p>The PSPMS will therefore serve as an enabler for the EODB reforms and work hand in hand with service delivery excellence and human resource modernization programmes, to ensure that organizational performance is improved through the four key perspectives, shaped by the strategy that</p>

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			contributes to an organization's ability to achieve its Vision 2030 goals.
K.	The Committee supports the implementation of a comprehensive public education campaign that builds awareness of the various EODB reform initiatives being piloted in various Ministries, Departments and Agencies.	60	The MPA supports the Committee's proposal to implement the Public Education Campaign and is prepared to work with the MTI to determine how this will be done.