

Multi-channel Inclusive eGovernment for Socially Excluded Groups and People

Session 5: Ensuring Sustainable Services and Service Capacity



Introduction

In this session we aim to:

- Present the topic of “***Ensuring Sustainable Services and Service Capacity***”
- Use selected case studies for illustration
- Extract some learning from cases
- Consider the broader study perspective
- Discuss and obtain inputs and advice

Can MC Inclusive eGovernment build capacity and sustainability?

Using the following examples :

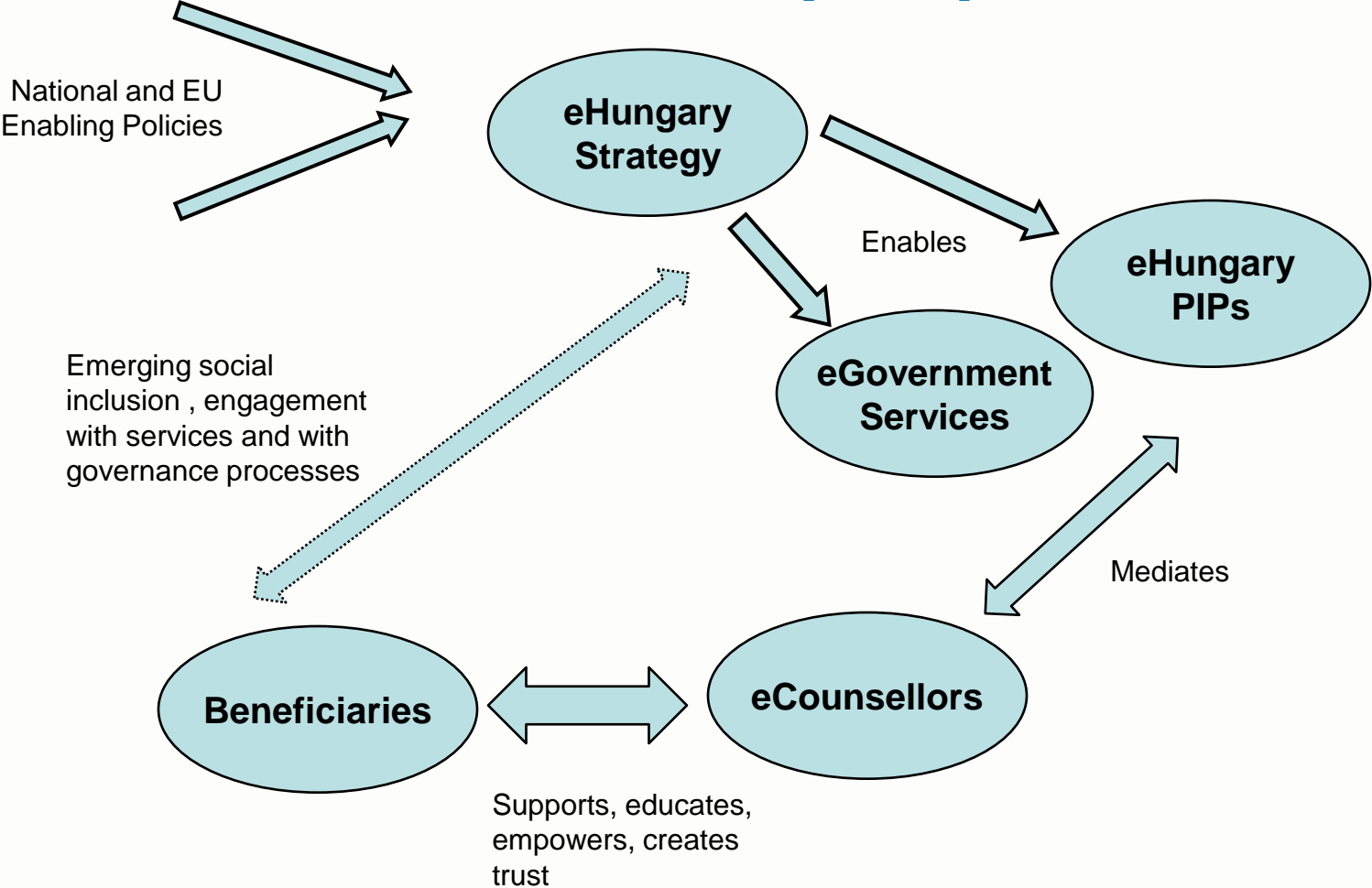
- Combining online and “human” channels while building capacity through trained ‘eCounsellors’ from local Roma communities (HU)
- Using partnerships with intermediary organisations to construct service portfolios for multi-channel delivery to excluded people (IT)
- Partnering with existing service networks with organisational channels, ICT channels, and human support networks to address multiple causes of homelessness and joblessness (NL)
- Multi-agency usage of NGO translation and support services addressing new migrants with multiple problems and service needs (UK)

Roma (HU)

The Roma pilot sub-project operates within the framework of the national eHungary project

- Based in eHungary Centres in Roma areas
- Developing a network of trained 'eCounsellors'
- Training and support to improve digital literacy
- Impact on life-chances of disadvantaged Roma populations through better access to jobs, training and welfare support
- Roma-led development of eHungary Centres builds capacity within local communities

Roma (HU)



Roma (HU)

Multiple Channels

- Combining the human and electronic channels in Roma eHungary Centres
- Free access to broadband Internet via a minimum of 2 PCs & broadband access
- Support and competence-based training for local citizens (i.e. IT skills training and help in accessing services online)
- Provided by members of the Roma community acting as eCounsellors (Human channels)

Roma (HU)

Inclusive eGovernment

- Roma are a group with multiple and complex disadvantages
- The central project office works closely with local Roma populations to identify needs and deliver locally - a step change in the way public services are delivered
- eGovernment can overcome reluctance to engage with many conventional service channels

Roma (HU)

Sustainability

- Roma eHungary Centres are funded for two years from the central project budget, giving free access for all beneficiaries
- Centres will develop and deliver services paid services, to fund free public Internet access for the most disadvantaged groups
- Paid for services will include: services for small businesses (e.g. tax return services, data entry and online tax payments,) Website development and maintenance, digital photos services, scanning, and community spaces.
- eCounsellors would be trained to market and deliver these paid services alongside the free public access, training and support

Trento

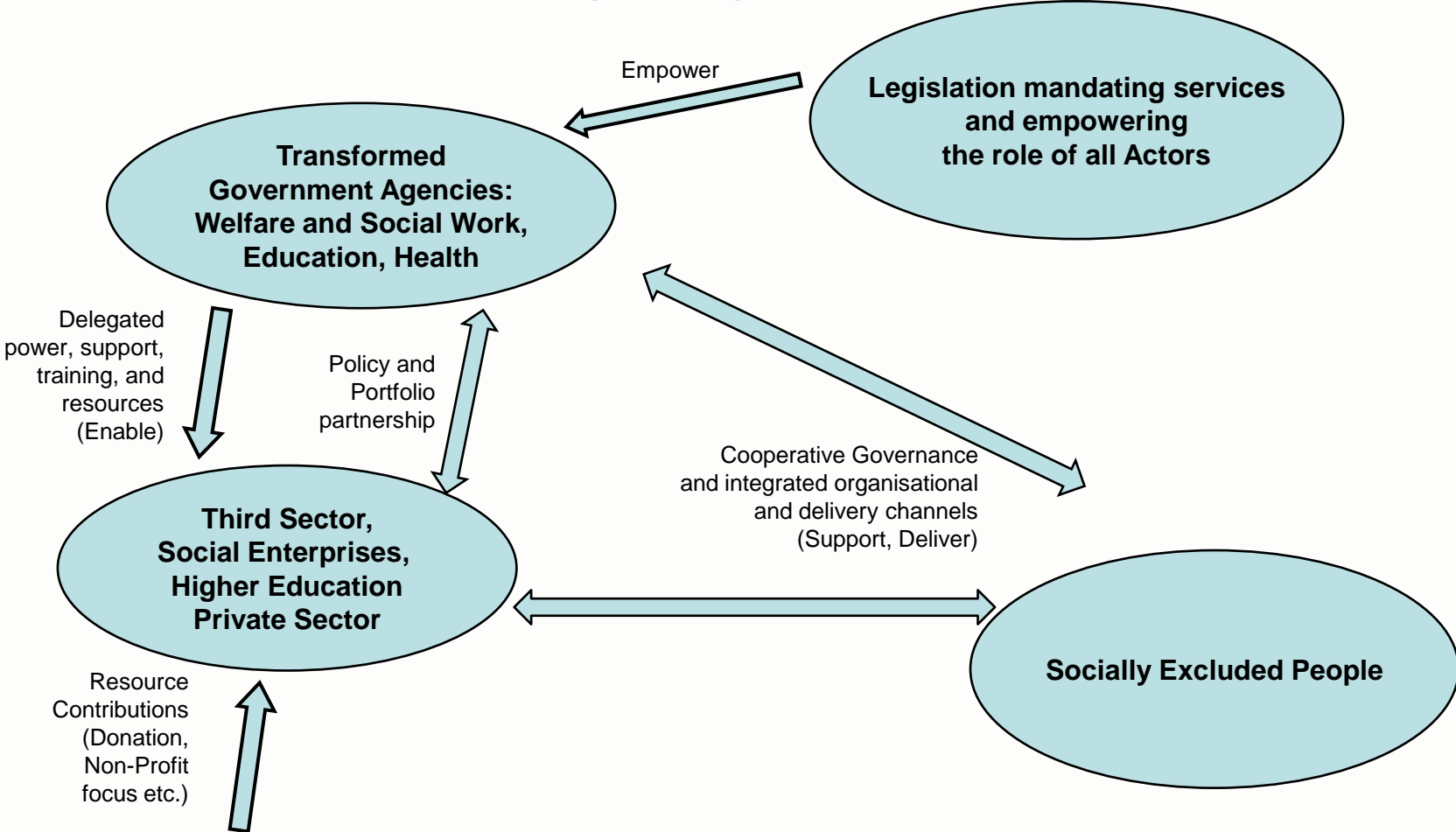
Governance structures

- Integrated, flexible and empowered local governance
- Strong tradition of social enterprises (co-operatives) and Third Sector organisations
- Formal and legally embedded partnership with intermediaries

Policy framework

- Social model aims to overcome exclusions rapidly
- Service portfolios aim to re-integrate socially excluded people back into economic activity and social participation
- Clear policy objective on “social integration of disadvantaged groups through technology ICT”

Trento



Trento

Channels enable integration

- Moving from basic Internet access to VoIP, secure email and digital signature
- Channel integration, for example in the healthcare monitoring service
- Moving from conventional forms and databases, to electronic social care records, personalised and integrated document access through multiple channels
- Moving from agency-based eProcurement and personnel management (payment systems etc.), to interoperable data and smart identity cards

Trento

Inclusive eGovernment via integration

- Sharing of information, e.g. service needs of elderly people are documented and developed within integrated ‘social information files’ so that the actors involved can provide joined-up service interventions
- “Friend of the Family” strategy encourages businesses (accommodation, restaurants, shops, sports facilities etc.) to identify common strategies for service improvements focused on family needs
- For men aged 50+ (and women over 45) employment programmes aim to provide “socially useful work”, e.g. in the construction sector and museums and libraries
- Home automation to enable independent living

Trento

Fundamental Policy Driver underpins sustainability

- Early and integrated service delivery to socially excluded people is cost effective (it avoids many exclusions becoming long-term and serious), and beneficial for society
- Combination of core public finance with considerable extra flexibility provided by the social partners, with some involvement of technology partners

Multi-Channel is important enabler, but...

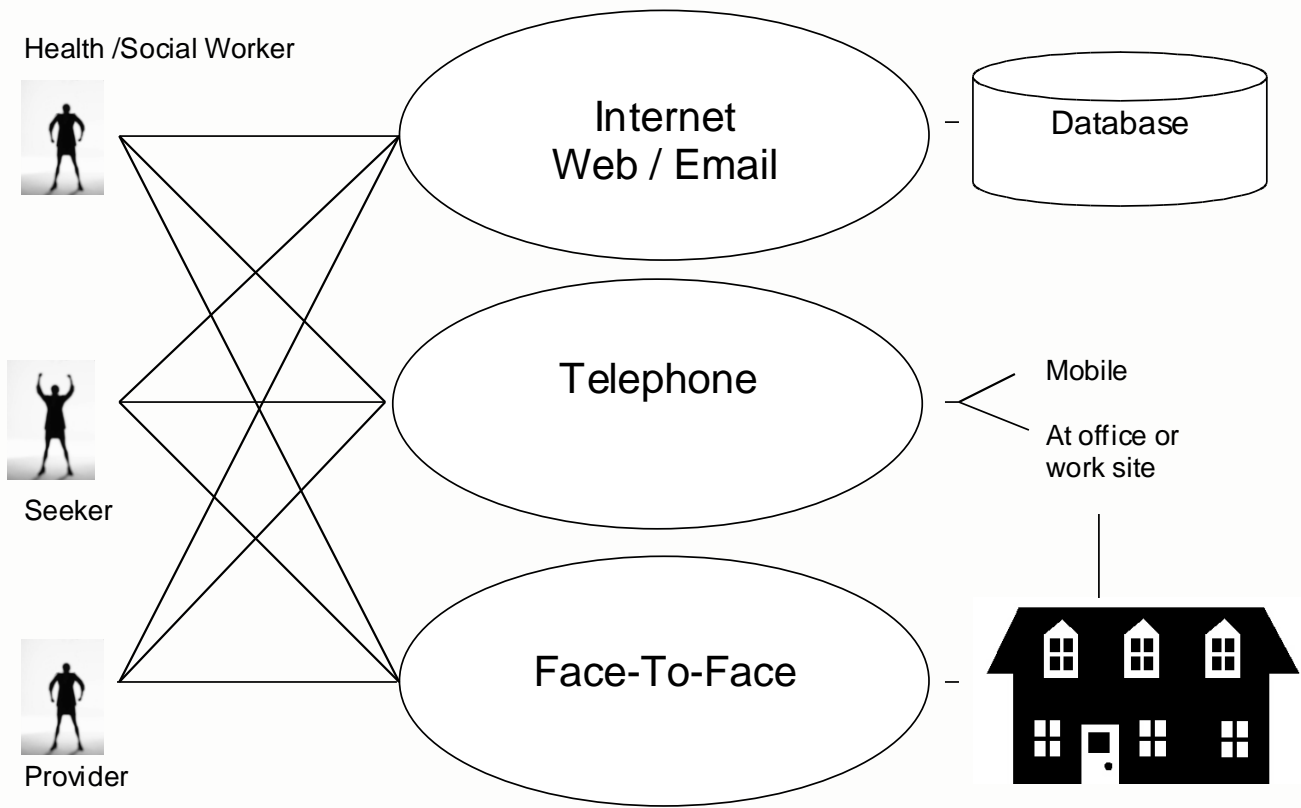
- Multi-channel service delivery is one of the components in the delivery-chain of services. Focus on where the channels can deliver value

Day Activity - NL

- In Amsterdam (NL) an ‘ecosystem’ of social care is delivered through multiple channels
- An extensive value network of direct channel access, plus intermediaries, delivers sustainable outcomes from social exclusion
- Intermediaries work with socially excluded people to help find and manage work opportunities. These intermediaries are already part of the existing network of support which can guide clients toward the self-operation of services
- This intervention goes beyond finding someone a ‘job’, to preparing work skills, social skills, and housing so that they can be sustainably employed

Day Activity - NL

Operational Model - Value Network



Day Activity - NL

- This case uses ICTs, telephone, and human intermediaries
- The MC approach also recognises ‘organisational’ channels
- The solution exploits an existing ‘ecosystem’ of support and value
- The City reduces costs to citizens (e.g. addicts undertaking crime)
 - Formalising existing initiatives as a ‘network’
 - Funding the network only where there is demand for services
 - Allowing NGOs and community projects to continue resourcing the service and working together
- Investment in community projects (self starting) is investment in success
- Investment in the network helps consolidate existing relations
- Sustainability relies on ongoing relationships in the network and sustainability of individual support projects

Day Activity - NL

General lessons for the theme:

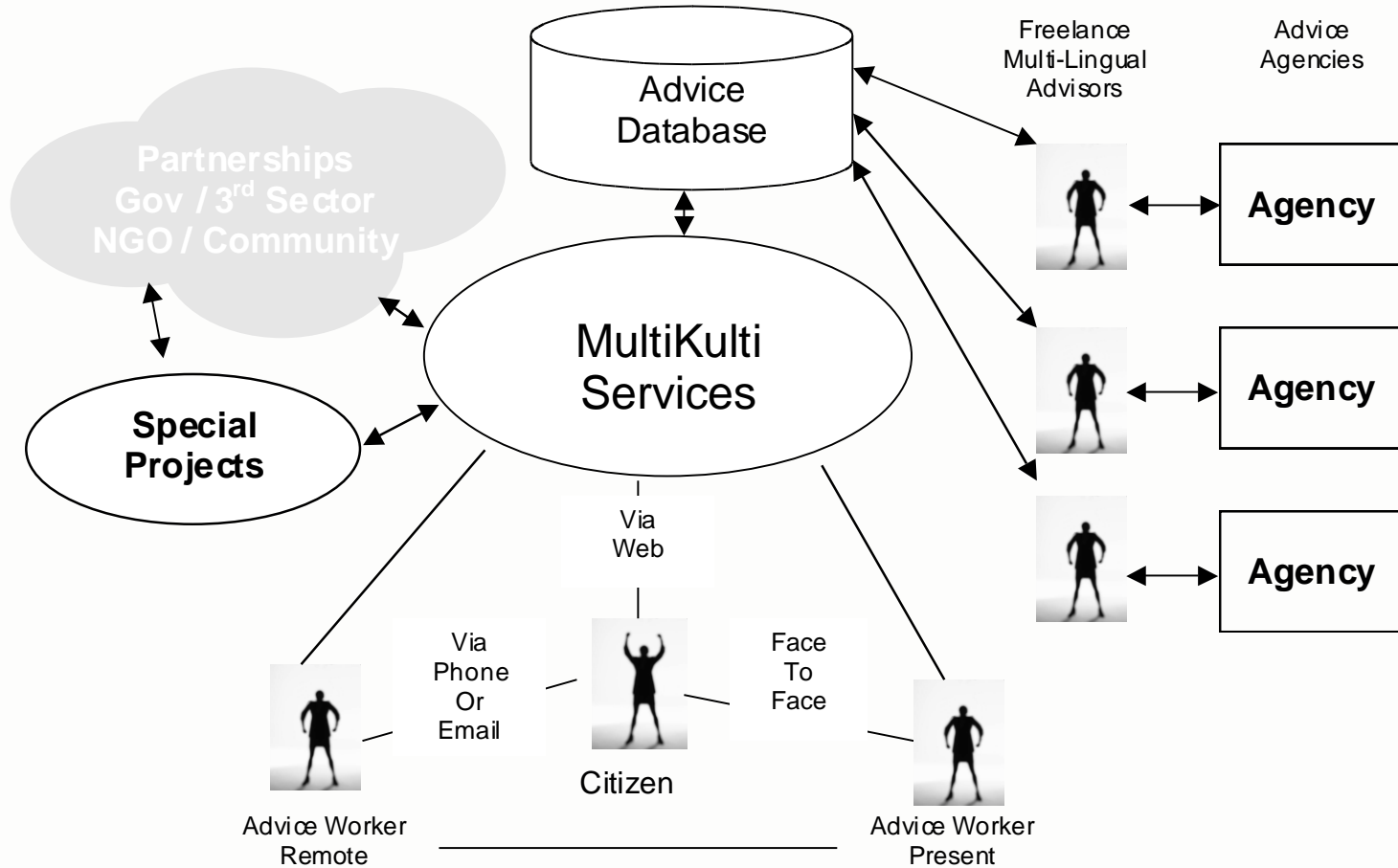
- No single agency has the capacity to address multiple problems
- The value network shares resources, ideas and energy to help all
- Public funding meets gaps (normally they self fund)
- Public authorities are also job providers (e.g. parks)
- Coordination allows a single source of work / activity opportunities
- Coordination helps a vague and uncertain ecosystem to mature
- Minimal funding improves sustainability / network robustness
- Administrative burden is reduced
- Sustainability relies on the network continuing to collaborate:
 - part of their funding comes from there, so they stay engaged
 - they operate on commitment and sharing of ideas and resources

MultiKulti - UK

- MultiKulti is a multilingual provision of advice service support in areas such as poverty, immigration, employment, housing and other critical social areas of need for new migrants
- Services are provided by an alliance of advice agencies.
- Funding is through a mix of sources - public administrations, self-funding, and commerce
- Public authorities work together to create a value network across administrative boundaries
- The network is grounded at the local level, and works across London for the actors who are dealing directly with the needs of socially excluded people

MultiKulti - UK

Value network, operational model.



MultiKulti - UK

- MultiKulti is multi-channel (electronic, print, person).
- Channels include organisational and electronic communication channels
- Advice services are not stand-alone - they form part of a wide set of Inclusive eGovernment Services.
- Government capacity to deliver focused services increases (translation and cultural relevance).
- Advice agency capacity (NGO) increases - more problems with language or understanding how to access services
- The network is robust (sustainable) and uses all key agencies.
 - sustainability increased by inclusion of relevant actors
 - sustainability ensured by engagement as de facto experts
- Service capacity is adaptive to new challenges (external actors)

MultiKulti - UK

This case shows that sustainability requires:

- Relevance to future needs and adaptability
- Ability to operate mixed funding models
- Competence and skills adjusted easily
- Buy-in from Government and alignment with policy

The main comments relating to service capacity are:

- Government can reduce administrative burden by outsourcing
- Community initiatives are very relevant - commitment and relevance
- Skills and knowledge can be used wherever they are found
- An ecosystem is self creating and self adapting and decentralised
- Freedom to respond to changing needs requires 'freedom'

Summary

Clear social policy objectives aligned with appropriate structures (adapted or new)

- eHungary shows how value can be created for specific groups within a national programme, using appropriate local delivery structures (face-to-face, and building local capacity)
- Trento's integrated governance structure reflects high level policy goals which aspire to proactively overcome social exclusion and safeguard cohesion. Delivery builds on strong and flexible social partner involvement

Integration through shared goals

- In Amsterdam and London, problem owners have found that co-operation between multiple agencies which share similar policy goals is more effective
- Builds on existing network capacity

Summary

Integration in terms of governance structures exploits existing networks and capacity more effectively and mobilises investment

- In Hungary the sub-project is integrated within the overall national programme, but uses approaches focused on specific target beneficiaries, and channels central government investment to local level
- In Trento, integration (including crucially with intermediaries) at the provincial level allows implementation of effective systems and targeting of needs
- In Amsterdam and London, highly developed voluntary and community sectors (NGOs) help to achieve integration. Investment in network structures helps consolidate existing relations. Sustainability relies on ongoing relationships in the network together with the sustainability of individual support projects

Summary

Multichannel capability ensures integration and sustainability

In all cases, structures and systems are only really effective when using multi-channel approaches

- Human and electronic channels are equally important in the eHungary Roma project
- In Trento, a multi-channel approach using advanced technology (VoIP, digital signatures, data sharing between agencies) is a key enabler of joined-up service delivery
- In Amsterdam, the value network is enabled by technology, allowing multiple agencies to co-operate, share resources, share knowledge and combine resources for more effective delivery
- In Multi-kulti, the alliance of advice agents is enabled by a central database and use of multiple channels and partnership agreements

Summary

Effective capacity is increased

- Networked, integrated multi-channel structures make service delivery mechanisms flexible, adaptable and therefore more robust over the longer term
- Partnership working and value networks promote sustainability through “problem-ownership”
- Integration can have a multiplier effect on service capacity
- Integrated governance structures, enabled by multi-channel approaches, allow more effective deployment of resources and therefore increase capacity
- Both Government and Third Sector organisations increase their capacity and administrative burden is reduced



Sound analysis, inspiring ideas, effective delivery

