

Multi-channel Inclusive eGovernment

Session 6b : Summary and Expected Impacts



Sound analysis, inspiring ideas, effective delivery

Multi-Channel Elements

The cases studied show a variety of service channels in action and delivering value to socially excluded people and groups. The channels can be:

- Organisational, for example
 - Using such as transformed government departments/agencies as channels to services
 - Using other organisations (NGOs etc.) as channels that guide socially excluded people to services
- ICTs
 - Communication channels (phone, email, call centres etc.)
 - Delivery channels (Web forms, remote monitoring etc.)
- Personal
 - Nominated individuals delivering or mediating services
 - Self-constructed service portfolios

Delivering Value

- Sustainable services - Interactions between organisations and socially excluded people, using channels of relevance to them, are designed to help them overcome exclusions, not just to address the symptoms of exclusion
 - The ‘value’ of service sustainability is much more than that of a linear value-chain where one process after another achieves monetary value
- In multi-channel scenarios value chains are replaced by value networks
 - Multi-channel supports a shift from silo services to a service network, and so brings about “value networks”
 - Value networks involve distributed governance, with significant complex and intangible benefits that are build upon the tangible benefits of eGovernment services
- Innovative ICT and multi-channel operations enable distributed and networked service delivery

Business Models

- Overall there is not a single business model that works for such a complex landscape of social exclusion needs and service provision
- Apart from high-level and highly centralised portal systems, operational models are often designed to fit their particular context
- However, given this complexity it is highly unlikely that ‘conventional’ service delivery models will work
 - Government cannot just delegate responsibility for service delivery to local actors and expect them to achieve what centrally directed services so often have failed to achieve
 - The risk is that the local actors perform ‘regime compliance’ by ensuring that the meet centrally-imposed targets, and this distorts service delivery away from the specific local needs of socially excluded people

Business Models

- Responsibility must be delegated along with empowerment so that sustainable service partnerships are built and maintained
- Empowerment works when the local actors can work together with beneficiaries and government (partnership) and can deliver services in a holistic way (using multi-channel) to beneficiaries
- In many cases, therefore, multi-channel strategies are critical mechanisms supporting shared governance, and shared service delivery
- Channel choice is a key 'inclusion' mechanism, just like service choice, or the choice between mediated (advocacy) or direct (personal) access.

Summary Outcomes

- Without multiple channels of eGovernment the options for sustainable partnerships are limited
- Someone has to take ownership of the service delivery, but they must guide and coordinate partnerships, not steer and direct services
- When service partnerships are operating all actors must understand the outcomes (value, public value, societal value) that is arising

The following tables propose actions, rationale, and outcomes relative to the main observations from pragmatic cases

(slides 6c-what to do, why to do it, what will be the outcome)