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ICT-Enabled Social Innovation in support to the Implementation of the Social Investment Package - IESI

*D1.2 – Annex - IESI Knowledge Map 2015 - Booklet
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Gianluca Misuraca, Csaba Kucsera, Fiorenza Lipparini, Christian Voigt and Raluca Radescu

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This Booklet¹ presents the most essential information of all the 140 ICT-enabled social innovation initiatives promoting social investment through integrated approaches to social services delivery mapped during 2015, the second phase of the IESI project. Access to the full database through the **IESI Web-tool** may be granted upon request.

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¹ Annex of the IESI project's deliverable D1.2: *Misuraca G., Kucsera, C., Lipparini F., Voigt C., and Radescu R., (2015) 'Mapping and Analysis of ICT-enabled Social Innovation initiatives promoting social investment in integrated approaches to the provision of social services: IESI Knowledge Map 2015'*, European Commission's Joint Research Centre, Institute for Prospective Technological Studies, JRC Technical Reports Series.

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3D Novations

(3D Novations)

www.hao2.eu

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Employability

Employability, Social inclusion/participation

Summary of the Initiative

3DNovations (3dN) is the brand under which social enterprise Hao2 designs and creates 3D environments for vocational learning and development targeting young people with autism and other complex needs in the southeast and north of England. 3D digital cloud technologies – similar to gaming technology where participants use avatars to negotiate and participate in a learning environment – are used to create virtual environments such as an office, campus, supermarket, clinic, art gallery etc. to facilitate the acquisition of technical and soft skills useful in young autistic people's daily life, and particularly in a work environment.

Services are delivered online by specialised learning supervisors and assessors: ICT reduces barriers to engagement and participation, and young autistic people, who often lack confidence, communication and employability skills, can find the right information, as well as advice and guidance, and receive training to prepare for transitions, improve their self-confidence, assertiveness, communication and employability/entrepreneurship skills. More in detail, by using 3D representations of community and working environments, participants work to earn accredited qualifications whilst also having an opportunity to learn how to create their own virtual environments. Participants working in small groups communicate via VOIP voice and text messaging, the latter helpful for those autistic students that have elected to remain 'elected mute' during the course. Once learning has been completed participants feel able to move into the real world of employment, voluntary work or college based education. Additionally they are better able to negotiate the outside world of public transport, personal finance and the social welfare system, keeping healthy whilst also interacting with their local health system.

3DN has been very successful in keeping people interested and motivated with engaging 3D virtual learning environments, scenario based learning and personalised approaches. 40% of participants to 3DN trainings have moved into employment and 20% into volunteering after completion of the course, and parents have noticed remarkable improvements in their communication and social skills.

A key success factor in 3DN strategy lies in its capacity to work in partnership with other public and private stakeholders. For instance, the company has recently collaborated with the Job Centre Plus of Swindon with funding from the Department of Work and Pensions for the project "Journey to Employment", providing employability skills to local young people with autism. In the context of the Connect Up pilot project, delivered in partnership with social enterprises Pure Innovations and Balance Enabling Independence, a virtual space was set up to enable peer to peer mentoring and support from experienced workers with knowledge of autism and young autistic jobseekers on a range of specific topics.

	<p>The initiative presents radical levels of IT innovation, since a substantial use of ICTs taking place outside of the recognised institutional setting is radically modifying the existing mechanisms of services provision, allowing autistic people to gain employability and social skills in a completely new way. From a social innovation perspective, the initiative, further to address an existing social need, is engaging end-users in the creation and evaluation of services, whilst helping traditional public employment service providers to reach a traditionally very hard to reach group in an effective and cost effective way. Concerning levels of governance integration, the initiative is a multisectorial partnership, with elements of both funding and organisational integration with the public sector, and further partnerships in place with both public, private and third sector organisations both at funding and delivery level.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	20-24, 25-29, Physical disabilities, Mental disabilities
Intermediary actors	Social assistants, Trainers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>From the point of view of promoting social inclusion and employment of disadvantaged groups through education and training, 3DN has been very successful in keeping people interested and motivated with engaging 3D virtual learning environments, scenario based learning and personalised approaches. The following benefits were documented:</p> <ul style="list-style-type: none"> - 100% completion rates - 40% of participants on 3DN trainings moving into employment / self-employment and 20% into volunteering after completion of the course,

- Remarkable improvements in participants' technical, communication and social skills (the following outcome indicators are monitored: Confidence in meeting others; Joining in conversations; Listening to others' interests; Taking turns in conversations; Starting a conversation; IT skills; Openness to new ideas; Patience with others; General social skills; Friendships with peers).

Results achieved through 3DN courses tend to climb with time, indicating that while some participants take longer than others to find work, once they find it, they tend to keep it. For instance, 90% of the learners from a 2011 3DNovations project in Croydon are now in paid employment and two of them have started their own businesses.

Alumni from past projects now work in roles as diverse as software tester for a SaaS company, local council finance officer, technical support for a college and radio presenter.

Hao2's most recently completed project with Winchester Job Centre Plus has achieved 40% work-related outcomes for people receiving Employment Support Allowance, compared to 10.2% national average for the Work Programme. The first cohort of learners in the project "Journey to Employment", delivered in collaboration with the Job Centre Plus of Swindon and funding from Department of Work and Pensions have already reached 20% employment outcomes in week 11 of a 12 week course.

In terms of civic engagement and social inclusion, some parents of participants have been so pleased with the positive transition on their son or daughter they have provided substantial donations allowing us to create a charity, The Hao2.eu Foundation (www.autus.org.uk). Via the charity £DN is able to provide courses to those without a social welfare grant or financial resources of their own.

50 Plus Net

(50 Plus Net)

<https://www.50plusnet.nl/>

Netherlands

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Social inclusion/participation, Independent living, Prevention, health promotion and rehabilitation

Summary of the Initiative

50plusnet is a free Dutch profile-based Internet community which enables over 37.000 active senior members to expand their social network, engage in social and leisure activities that match them depending on preferences and same age group, and learn from each other. 50plusnet is a partnership between the Dutch National Institute for Health Promotion and Disease Prevention and the Dutch public broadcaster Max. It is addressing the need for more social networking and communication of older adults by means of an online forum designed especially for elderly users. The ICT component in this case is fundamental to delivering a type of social networking platform designed for senior population but co-created by them through the means of the online clubs and activities they are forming and animating. In this sense the seniors become pro-users of the service. The innovative part of the initiative resides in addressing the socializing needs of the older population in a tailor-made manner, considering their online behaviors and IT skills, and by engaging them to become content creators of the portal, allowing them to create sub-communities, come up with activities and posts. The initiative is reliant on a public – private partnership and therefore it is integrated at the inter-sectoral level. The funding is also available by means of public contributions and private donations, but it is delivered for free for the users. The need driven initiative contributes to active inclusion and social participation of the older people. Since being founded in 2005, the network has successfully gathered more than 37.000 active participants on the platform and the feedback from the end-users reported improvements in the lives of the older people such as: more social participation, reduced levels of loneliness and better health outcomes. The initiative has received national and international recognition. In 2005 it received the 'Most successful project' prize of the HORA foundation in the 'The elderly and the internet' competition. Since then, 50 Plus Net has been documented as a good practice in the field of social inclusion of older people in European projects such as in the Health Ageing Platform (<http://www.healthyageing.eu/countries/netherlands>) or in the Age Platform (<http://www.age-platform.eu/age-work/age-policy-work/health/age-work/2496-20-ways-to-improve-health-literacy-among-the-ageing-population>).

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)

Active inclusion

Policy objectives of the SIP:

Access & take-up

Service provision	
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	Elderly
Intermediary actors	Other (platform users)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>From the perspective of active inclusion and social participation, the '50 Plus Net' is a Dutch, third sector initiative, providing social networking services via an online platform tailored for the needs and IT skills of the older people. It contributes to achieve more social inclusion and the prevention of mental health conditions for older people by the means of social networking activities.</p> <p>Since being founded in 2005, the network has successfully gathered more than 37.000 active participants on the platform and the feedback from end-users reported improvements in the lives of the older people such as: more social participation, reduced levels of loneliness and better health outcomes.</p> <p>In 2011, a research has been undertaken in order for the Internet community of '50 Plus Net' to be assessed for the impact it has on the prevalence of loneliness among the older generation of users. The main research question has been: "To what extent does the '50 Plus Net' initiative contribute to expanding the social network of participants?". The method of evaluation used has been a cross-sectional study of five evaluation aspects: the (1) range and (2) acceptability of usage, the (3) changes observed regarding website use, (4) internal validity of these changes, and (5) statements of the changes found. The tools used have been: an online questionnaire, the study of wall posts on the site itself, and analysing the statistics from the Content Management System and Google Analytics. 3297 participants completed the questionnaire; these are in SPSS analysed using descriptive features and logistic regression analysis. The results showed that two thirds of the registered users are women. The users are driven mostly by curiosity and the desire to expand their circle of acquaintances. A quarter of all respondents enjoy looking on the site, looking for valuable contacts to have and to have received a more extensive acquaintance. The bulletin board is one of the most commonly used features, followed by chatting and emailing. About one-third of respondents have met another user in real life following</p>

the platform. Those who have registered to meet people tend also to actually meet other users in person. The Content management System of the initiative showed that in 2011 1000 clubs have been established online and some had an offline component too. On average, each participant was a member of 2 different clubs. The results suggest that '50 Plus Net' contributes, above and beyond, at enabling older people to expand their social network online but also offline, to become more socially active and to share information.

Activating daily life - programme together with technology solutions

(Teknologia aktivoivan hoitotyön palvelijaksi ympärivuorokautisessa hoidossa)

<http://www.visithelsinki.fi/en/kustaankartano-elderly-centre>

Finland

General Data	
Type of the Initiative	Service
Category of service	Prevention, health promotion and rehabilitation Prevention, health promotion and rehabilitation
Summary of the Initiative	<p>The ADaL-programme was implemented as a pilot project in 2006 in four intervention wards of the Kustaankartano Centre for Elderly people in Finland, a nursing home serving around 600 residents. In 2008, given its positive outcomes, the programme was extended to other wards in the Centre. The ADaL initiative allowed to revise nursing patterns in the Centre with the help of IT technology and in collaboration with patients, at the scope of increasing their safety and quality of life, whilst decreasing workload and levels of stress among care-workers.</p> <p>A multi-disciplinary team composed by a physiotherapist, the head nurse responsible for the wards, and the care workers (nurses, assistant nurse, care assistant, social adviser), developed the programme together with patients, according to the following steps: the preferences and strengths of each patient, together with potential risks, were thoroughly assessed and a personal plan, including an individual weekly gym and movement therapy routine, was created for each patient. Patients were provided with movement sensors, so that nurses were alerted when a patients at high risk of falling was moving, and could promptly intervene if needed.</p> <p>As a result, residents' independence and wellbeing was increased without causing a parallel increase in staff costs: use of bedrails and bedbound was reduced, as well as serious falls, and most patients declared to be very satisfied with the new solution.</p> <p>The initiative presents disruptive levels of IT innovation, providing a new service based on the use of ICT. From a social innovation point of view, the initiative is not only addressing permanently a concrete need of elderly patients, but is also involving and empowering patients in the design and evaluation of their care, which has led to remarkably improved health and well-being outcomes. Concerning levels of governance and types of service integration, the initiative falls in the inter-governmental category: the service, implemented by the public Centre for Elderly people, has been funded by the Helsinki City Innovation fund and backed by the City of Helsinki Social Services Department and by the national Institute for Health and Welfare, which provided know-how, especially on the IT front and concerning the evaluation of the pilot.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Cost-effectiveness, Quality

Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / formal and informal carers
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Users & actors	
Target users	Elderly
Intermediary actors	Formal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Intra-governmental

Outcomes	
Main benefits delivered	<p>From the point of view of increasing the quality of services and reducing incidence and prevalence of frailty and disability of older people the following results were achieved (compared to a sample of beneficiaries receiving “standard care” in other Finnish nursing home using the same assessment method):</p> <ul style="list-style-type: none"> - Intervention in the rehabilitation domain increased by 17% - Social contacts with friends and family through visits or telephone increased by 41%, social conflicts with other residents decreased by 21%, the number of residents without hobbies or recreational activities decreased by 51% - The number of falls increased by 5% as a consequence of greater patients' mobility, however, new fractures decreased by 4% , bedbound residents decreased by 4%, the use of bedrails decreased by 28%, trunk restraints use decreased by 21%, the use of anxiolytics decreased by 12% and the use of hypnotics decreased by 63%. <p>Concerning sustain offered to care workers, professionals interviewed considered the knowledge acquired useful, and especially in terms of realising the extent of the risk for falls. In addition, improved collaboration between nurses, managers, physiotherapists and care-workers was considered very beneficial.</p> <p>From the point of view of providing more cost effective services, the initiative succeeded in raising quality of services without incurring in any additional cost.</p>

AgeingWorks

(AgeingWorks)

<http://positiveageing.co/ageingworks/>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Prevention, health promotion and rehabilitation

Employability, Employment, Social inclusion/participation, Prevention, health promotion and rehabilitation

Summary of the Initiative

AgeingWorks is a digital health, wellbeing, and eldercare platform in the UK provided by The Positive Ageing Company that targets private and public employers and their employees who care for an ageing family member or loved one (older dependent). The AgeingWorks platform aims to help employees and their families reduce the stress and socio-economic costs associated with ageing and later life. Working towards this aim, the AgeingWorks online platform provides eldercare support, information, action steps, online and offline support, products, services, and resources for active/healthy ageing including online monitoring tools, a set of healthy ageing apps, and a family dashboard accessible to employees, their families, and care helpers to facilitate self-care management. The AgeingWorks platform is used as a paying service by both private companies and by public sector organisations such as the NHS, and feedbacks from both employers, employees and their dependants has been very positive.

In terms of benefits, the AgeingWorks platform reduces costs of ageing dependants for employers, it helps to keep ageing workforce in the labour market, and it supports healthy ageing and independent living for older people in the UK. In terms of financial benefits, AgeingWorks' "Ageing Impact Calculator" allows employers to quantify the potential financial costs that employee's family ageing issues are having on a business' profit. This tool provides a baseline estimate that 'Ageing Impact' costs £1,683,039 (€2,288,827): £1,206,897 for employee's with family ageing issues, plus £476,143 replacement costs of those leaving to provide eldercare - calculated for a company with 10,000 employees, assuming an average staff cost of £30,000 per year, an absence rate of 7 days per year, and staff turnover of 15% of workforce.

AgeingWorks is a need driven/outcome-oriented social innovation, intended to meet the needs of employers, employees, and employee's older family members and dependents in the UK. However, AgeingWorks is also creating fundamental change in the relationship between stakeholders, as the initiative enables employers to go beyond a simple financial/transactional salary provision role by providing additional social/health care support services to their employees and their employee's older dependent family members and carers, which is contributing to create public value. Concerning levels of ICT-enabled innovation potential AgeingWorks is a disruptive/transformational innovation that uses ICTs in the form of an online platform, applications, and operating system to create new mechanisms for delivering health/wellbeing services to employers, employees, dependents, and carers.

AgeingWorks is an intersectorial initiative, as the Positive Ageing Company collaborates with for-profit service providers in the private sector, as well as non-profit government organisations (e.g. NHS, Sustrans) to deliver care services, products,

	<p>information, and support to end users.</p> <p>The platform is integrated at the operational level: strategic alliances and service affiliations between employers, senior managers, sandwich generation employees (35-55 years), working carers, older workers (50+ years), expats, and distance workers enable users to share social/health and wellbeing information, products, services, and support across private/public and profit/non-profit sectors.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care, Care employment
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers

Users & actors	
Target users	Elderly, Employed, Small & micro enterprises
Intermediary actors	Social assistants, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Organisational
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The AgeingWorks platform contributes to SIP objectives of implementing active inclusion strategies and investing in people throughout their life, by increasing the productivity, sustainability, access/take-up, cost-effectiveness, and quality of digital health, wellbeing, and eldercare services for older people in the UK. This also increases the capacities of older people to manage self-care and independent living at home, and increases employability of the older workforce through reduced time-out for required as informal carers of their parents/older family members. In terms of proven/documented benefits for increasing the sustainability and cost-effectiveness of services, the AgeingWorks platform provides an "Ageing Impact Calculator" allowing employers to quantify the potential financial costs that employee's family ageing issues are having on a business' profit. This tool provides a baseline estimate that 'Ageing Impact' costs £1,683,039 (€2,288,827): £1,206,897 for employee's with family ageing issues, plus £476,143 replacement costs of those leaving to provide eldercare -</p>

calculated for a company with 10,000 employees, assuming an average staff cost of £30,000 per year, an absence rate of 7 days per year, and staff turnover of 15% of workforce. In terms of increasing the quality, access/take-up, and productivity of services, user testimonials show that the benefits of AgeingWorks for older people in qualitative terms are identified as increased access to a wide range of information, contacts and programmes on health and wellbeing, with a particular focus on health prevention, peer and professional support, and better communication with informal carers and family. In addition, AgeingWorks benefits the informal carers of older people, with user benefits highlighted as: reduced stress, time and financial savings, improved family engagement, and improved awareness of their own health and wellbeing. In terms of benefits for employers using the service, the AgeingWorks platform produces organisational reports that deliver real-time participation insights, measurable results, and Return on Investment (ROI) calculations for paying business clients.

Alavатели

(Alavатели)

<http://alaveteli.org/>

Australia, Brazil, Croatia, Czech Republic, Hungary, Israel, Italy, New Zealand, Romania, Serbia, Spain, United Kingdom, Other (Ukraine, Uruguay, Tunisia, Bosnia, Macedonia, Rwanda, HongKong)

General Data

Type of the Initiative

Service

Category of service

Civic engagement

Civic engagement

Summary of the Initiative

Alavатели is an open source code to build web-platforms allowing citizens to ask questions to public authorities and have automatically published on-line both the questions and their answers. It is a tool allowing users to promote at the same time transparency within the public sector and civic engagement, by facilitating relationships between citizens and governments through ICT. Alavатели platforms make it easy to formulate a request and to send it to the right contact in the right department of the selected authority; further to this, they collect and archive both questions and answers, while allowing other citizens to navigate and comment the archived information. Alavатели's operating code has been made publicly and freely available by MySociety - a UK based social enterprise - and can be deployed in any country and in any language. Alavатели was first developed and used to create "WhatDoTheyKnow.com", a website launched in 2008 by MySociety to empower citizens with reference to the Freedom of Information Act, which, since 2000, obliges public bodies in the UK to respond to requests for recorded information. Alavатели platforms are now operational in 19 countries across the world, and there is also a platform for the European Union (<http://www.asktheeu.org/>). In terms of benefits, recent statistics (September 2015) record that 289,107 freedom of information requests have been made to 16,689 public authorities in the UK alone. The UK platform - WhatDoTheyKnow - had a total of 4.5 million visitors in 2014-15, and around 15% to 20% of requests of information to UK Central Government are currently made through WhatDoTheyKnow.com. In addition, the Alavатели initiative has also been replicated in 19 other countries, including countries where governments are not legally obliged to answer, helping to raise international attention on open government and democracy issues.

Alavатели is a need-driven and outcome-oriented innovation, intended to meet the needs of citizens around the world for greater engagement, transparency, and free information from their public authorities. Alavатели uses an open-process of co-creation, as citizens, public authorities, and web developers collaborate to pose, answer, and publish questions to freedom of information queries processes online, which fundamentally changes the relationship between citizens and public authorities, and contributes to the public value of democratic and engaged citizenship in the longer term.

Alavатели is a disruptive/transformativa ICT innovation, that operates through a purpose-built web-platform that operates through: an email server, handling the many incoming and outgoing email messages; web server, parsing incoming web requests and handing them off to the web app; web cache, returning cached responses to previously-seen requests, to reduce the load on the server; web app framework,

	<p>running the web app; and a centralised online database, to store the request and response data.</p> <p>Alavатели is integrated with government at the level of operations and service delivery, as public authorities are linked electronically to the Alavатели initiative so that civic servants can read and answer citizen's questions online. The Alavатели initiative was developed by the MySociety social enterprise in the UK, with third-sector funding from the Open Society Institute and the Hivos Foundation.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors

Target users	General
Intermediary actors	Other (Civil servants and public authorities ; website developers and programmers)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>Alavатели contributes to the SIP objectives of modernising social protection systems and implementing social inclusion strategies, by promoting civic engagement and more transparent and interactive relationships between public authorities and citizens in the UK plus 19 other countries.</p> <p>In terms of documented benefits for service productivity and access/take-up, Alavатели's statistics (September 2015) record that 289,107 freedom of information requests have been made to 16,689 public authorities in the UK alone. The UK platform - WhatDoTheyKnow - had a total of 4.5 million visitors in 2014-15, and around 15% to 20% of requests of information to UK Central Government are currently made through WhatDoTheyKnow.com.</p> <p>In terms of sustainability and cost-effectiveness, MySociety's 'Turbo Transparency'</p>
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report estimates that: "It is hugely less expensive to modify Alaveteli to do what you want than it is to write such a site from scratch. We estimate that replicating all the current functionality in an Alaveteli-inspired website would cost around \$200,000. By using the free Alaveteli code you can get your site running for a fraction of this cost...A basic version of Alaveteli can be installed in just a couple of hours, and a good one, including a translation into your local language can be done in a few weeks". Indeed, the Alaveteli initiative has been replicated in 19 other countries with minimal cost and time, including countries where governments are not legally obliged to answer, helping to raise international attention on open government and democracy issues.

In terms of service quality, an in-depth evaluation report of Alaveteli's UK platform conducted by Manchester University found that "regular users of mySociety sites are very satisfied with their experience and regular use of mySociety websites appears to help already engaged citizens further develop their participatory skills...[and] feelings of involvement with one's local community and how far one can help improve it appear to increase for frequent users of mySociety sites".

Alko-soft

(Alko-soft)

<https://alkosoft.hu/hu/>

Hungary

General Data

Type of the Initiative	Service
Category of service	Social inclusion/participation Social assistance, Social inclusion/participation
Summary of the Initiative	<p>Alko-Soft provides services meeting the needs of the around 120.000 visually impaired people living in Hungary in terms of access to special ICT equipment and online information, books and newspapers. The initiative, which presents disruptive levels of ICT innovation - making available new ICT enabled services -, is socially innovative under several points of view. Beyond permanently addressing a previously unmet social need, Alko-Soft uses an innovative business model where market activities cover for the costs incurred to provide free or discounted products and services to visually impaired beneficiaries. The social enterprise has created partnerships with 2 advocacy NGOs for the visually impaired and is very active in raising awareness about the accessibility issues and solutions available for the visually impaired. In order to foster visually impaired people' social inclusion and integration into society, it is indeed fundamental to allow them to access information independently, without any kind of assistance. In addition, the partnership with one Hungarian publisher has allowed to kick start the eRikkancs initiative, a specialized digital news stand for visually impaired people, offering access to several nationwide newspapers and magazines. Their objective is to engage the two other major publishing houses in the coming months by piloting the system with a few test magazines before introducing it for all their newspapers and magazines. Further to this, a digital library for the visually impaired was developed, as well as an audiobook delivery service with a broad catalogue of titles which will be introduced soon. Whilst Alko-Soft is not integrated with public service providers, there is funding integration with private partners (and particularly with impact investor NESST, which is providing both grant funding and capacity building services) and organisational integration with partner NGOs and businesses.</p>

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion
Policy objectives of the SIP: Service provision	Access & take-up, Quality, Other (Create new services outside the public sector)
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors

Target users	Physical disabilities
Intermediary actors	Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Organisational
Levels of governance of service integration	Isolated

Outcomes	
Main benefits delivered	<p>Alko-soft has provided adequate, "Hungarian speaking" hardware and software and assistance to install it to about 600 visually impaired people in 2014, and made available more than 8.000 digital books. Alko-Soft services and products actively contribute to enhance visually impaired people integration into society (by providing access to newspapers, books and legal information), as well as their employability (employers are relying on Alko-Soft services to adjust workplaces to the needs of visually impaired employees). Altogether, services provided by the social enterprise are greatly improving the quality of life of beneficiaries, as confirmed by a survey conducted by NESST in collaboration with Corvinus University and sub-ministered to 23 service users. The survey highlighted the following benefits:</p> <ul style="list-style-type: none"> - 18% of interviewees stated that their access to training had improved since being in contact with Alko-soft. - 53% said that their skills improved (mostly IT skills) - 31% said that their mental health situation improved (specifically mentioned: their isolation decreased, lots of new knowledge) - Most respondents highlighted that thanks to Alko-Soft they gained access to new services that previously they lacked access to: digital library, distance IT administration, IT assistance, software, etc.) - Users have been in touch with Alko-Soft for 4.7 years on average, which indicates high retention rates, and therefore high satisfaction rates with the service provided. <p>In addition, from the point of view of promoting active inclusion intervention focusing on the most distant from the labour market, the company employs 2 visually impaired people in the design and software development area.</p>

Alzheimer Netherlands

(Alzheimer Nederland)

<http://www.alzheimer-nederland.nl/>

Netherlands, United Kingdom

General Data

Type of the Initiative

Service

Category of service

Social care

Independent living, Integrated care

Summary of the Initiative

The 'Alzheimer Netherlands' initiative is a Dutch voluntary program established by a third sector organization aimed at supporting people with all types of dementia, their partners, family, friends, caregivers and other interested parties. The initiative consists of 3 main services aimed at providing assistance, information and support to people affected by dementia and their families or caregivers: (i) the organization of a monthly Alzheimer Café/ Tea House; (ii) the Alzheimer Assistant which is an online application for supporting remotely people with Alzheimer to cope better with their condition (it provides them with online tools for them to schedule and remember their daily routine); and (iii) the Toll free number for calling. The online app allows users to enter into contact with a trained person to seek help and to practice exercises for memory using the specially dedicated website. The website also has a crowd-funding platform where research projects dealing with dementia can raise the needed financial support. ICT is embedded in most of the services delivered through the online platform such as the information and communication services provided by the website (including invitations to the monthly meetings of the Alzheimer Café), the Toll free assistance service and the online Alzheimer Assistant who can be easily contacted via Internet.

The initiative presents disruptive levels of ICT innovation, as service delivery would not be possible otherwise. The use of the ICTs is contributing to an organizational innovation which implies a change in the ways services are provided. The initiative is benefitting from integration at the level of funding possibilities, since it is financially supported by multiple private and public sector actors. It is also embedded in the service delivery of third sector and public health care facilities, in this way contributing to an inter-sectoral integration of the services. The initiative is innovative in the scope and in the way the services are delivered, by enabling patients and informal care-givers, family members to be actively involved and to become empowered in the fight against Alzheimer. The initiative relies a lot on the support of the community of care, it has attracted over 5000 volunteers, who are trained online on the Alzheimer Academy portal.

Overall, the Alzheimer Netherlands initiative contributes to support families and care givers coping with the negative effects of dementia and also supports research in the field. By accessing its online and offline services, people reported to have dealt better with the conditions arising as a result of dementia. Clients feel less alone and more accepted. There are also indirect effects reported such as: spreading the word about the disease, its limitations and difficulties, it raises more awareness and it empowers people with dementia and their partners, friends, family.

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	AHA / independent living

Users & actors	
Target users	Mental disabilities, Other (Older people suffering from Alzheimer)
Intermediary actors	Social workers, Volunteers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>In terms of access and take up of services, more than 30.000 users annually use the applications offered by the Alzheimer network.</p> <p>From the point of view of services' cost-effectiveness and quality, by using remote assistance via an online portal linked to a dispatch system and call centre specialized in Alzheimer care, the initiative has improved the availability and quality of the care, while contributing to reduce costs of care for care givers, local municipalities and other support institutions.</p> <p>Overall, the Alzheimer Netherlands initiative contributes to supporting families and care givers coping with the negative effects of dementia.</p>

Andalusian Telecare Service

(Servicio Andaluz de Teleasistencia)

http://www.juntadeandalucia.es/agenciadeserviciosocialesydependencia/es/programas/sat2/prueba/wfprogramitem_view_pub

Spain

General Data

Type of the Initiative

Service

Category of service

Independent living

Independent living, Prevention, health promotion and rehabilitation

Summary of the Initiative

Telecare is a service of the Andalusian Social Services and Dependency Agency, ASSDA- which is a non-profit organization assigned to the Andalusian regional government (Junta de Andalucía, Andalusia, Spain). ASSDA provides a wide range of social services and assistance to elderly and people in a dependent situation. Telecare (and Tele-alarms as a related service) are key elements of the Spanish care policy, and their public provision and financing. As most EU countries, Spain is affected by demographic change and changes in family size and structure, such as more woman joining the labor force. Hence, the share of care provided by family members is decreasing. An additional motivation for assistive services is the need to reduce unnecessary admissions to long- stay care and improving service quality while keeping costs under control.

Telecare includes social alarms tele-assistance. Tele- alarms are the most common form of ICT-based technology for independent living, and are available throughout the country. Take-up is estimated at between 3% and 3.5% of the population aged 65 years and older. Full cost might be between 15 and 20 euros per month, with a range of actual costs depending on level of discount (100%, 80%, 40% etc.).

Currently 173,168 users are connected to this service. It has 120 workstations between Malaga and Seville, making it the largest tele-assistance service in Europe and one of the largest in the world. Around 2,500 calls from clients are received per day, with up to 10% of them classified as emergency calls. The number of clients is growing at a rate of 35,000 per year (Jan 2015).

The initiative has been very successful in terms of improving access and take-up of services, enhancing quality of care, facilitating independent living for elderly people and improving working conditions for social workers, and has been awarded several prizes, including the Prize for "The Best Initiative to Improve the Citizens' Quality of Live" and the Citizens Prize (2007).

Elements of social innovation: the initiative permanently address a concrete social issue by ensuring that vulnerable people remain in their normal living environment, avoiding the social and economic costs which their uprooting from this setting would entail. The Telecare service includes the Social Volunteering Project focusing on elderly people with limited social networks. Volunteers form a group of people providing social support and appreciation. Eventually this increases the quality of life of those people in high risk of social exclusion, improving their social relations and favoring their stay in their home environment.

The initiative presents disruptive levels of IT innovation: users have a mobile device to be able to establish verbal contact from anywhere of their homes. Pressing any of

	<p>these two buttons (either the one on the fixed terminal or the wireless one), the system allows the reception of the call in the Headquarter, having all the information and being able to identify the person who maybe needs attention, and to start all the appropriate actions. Actions can include notification of family members, first advice in case of emergencies, referring the person to the emergency care provide (EPES) or regular check ups.</p> <p>Governance of service integration: Telecare is managed by FASS (Andalusian Foundation for Social Services) a non-profit organisation stemming from the Ministry for Equality and Social Welfare, and is therefore an example of intersectoral integration. As for types of integration, funding is provided through the ministry and user fees. Additionally, at delivery level, Telecare uses centralised information and refers cases to other care providers when needed.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality, Care employment
Policy objectives of the SIP: Beneficiaries	AHA / independent living, AHA / formal and informal carers

Users & actors	
Target users	Elderly, Physical disabilities
Intermediary actors	Formal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Telecare includes social alarms tele-assistance. Tele- alarms are the most common form of ICT-based technology for independent living, and are available throughout the country.</p> <p>- From the point of view of increasing access and take-up of services, take-up is estimated at between 3% and 3.5% of the population aged 65 years and older. Currently 173,168 users are connected to this service. It has 120 workstations between Malaga and Seville, making it the largest tele-assistance service in Europe and one of the largest in the world. Around 2,500 calls from clients are received per day, with up to</p>

10% of them classified as emergency calls. The number of clients is growing at a rate of 35,000 per year (Jan 2015).

- From the point of view of enhancing social workers' productivity and the quality of their jobs, Telecare workers perceived positive effects on their job role (79%) and their workload (75%) through better integration of social care and medical services, in addition, average time per call had been reduced through better integration with other services.

- Concerning quality of care, out of 500 Telecare users, 99% found the time taken to respond to their calls to be acceptable and 97% were either satisfied or very satisfied with how their call had been handled

AspIT

(AspIT)

<http://www.aspit.co.uk/>

Denmark, Other (United Kingdom)

General Data

Type of the Initiative

Service

Category of service

Employability

Education and training, Employment, Social inclusion/participation

Summary of the Initiative

AspIT is a Vocational Education and Training (VET) 3 year programme targeting young people diagnosed with Asperger's Syndrome developed in 2005 and implemented in 2006 by private enterprise Vejle with funding from the Ministry of Education. In 2008, the project was confirmed under the leadership of Vejle Business College, and implemented by a network of cooperating schools in Denmark. Today, 10 AspIT schools are operational all across the country. The programme provides learners with an opportunity to develop at the same time IT skills and soft skills, mixing on-line and off-line activities, as well as class experience and internship in partner companies. The ultimate goal of the programme is to create stable employment for autistic people by meeting the demands of the labour market for highly skilled IT workers. The programme has been very successful so far, and after being evaluated in its 3 years long pilot phase was scaled at national level. Education is provided by building personal plans for each student, based not only on their previous education and interests, but also on the real needs of the companies where internships will take place. As a result, further to develop new skills and increasing their quality of life, 80% of students achieve employment at the end of the course.

The initiative presents sustained levels of IT innovation, as ICT training is provided with a view of improving both students' technical and soft skills. Levels of social innovation are high, as the programme is co-designed and constantly co-evaluated by all the stakeholders involved in the process, including students, their families, teachers and employers: this has led not only to the development of a very innovative and effective programme, but also to a profound cultural change within associated enterprises, and a better understanding of diversity and the strengths and resources of people suffering from Asperger Syndrome. Concerning integration of services, the initiative falls under the intersectorial integration category, being funded by the Ministry of Education.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)

Active inclusion

Policy objectives of the SIP: Service provision

Quality

Policy objectives of the SIP: Beneficiaries

Active inclusion / unemployed ppl, Social inclusion

Users & actors	
Target users	Mental disabilities
Intermediary actors	Teachers, Trainers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>In terms of fostering social inclusion through education&training and promoting inclusive labour markets, all the external examiners who evaluated AspIT students in 2006-2008 were positive on the fact that they had acquired enough social and IT skills to find a job after completion of the course, whilst businesses who hosted AspIT interns all agreed on the quality of their job as well as on the importance and competitive advantages linked to promoting diversity within their workforce. As a result, in 2013, over 80% of AspIT students found a job after completing their training.</p> <p>Concerning quality of services, it is important to highlight how, out of the 25 students which took part to the first rounds of AspIT training starting in 2006 and 2007, only 3 left, meaning that the programme performed very well in terms of engaging and retaining students by providing a personalised and adequate service.</p>

Avitus

(Avitus)

<http://www.avitus.ee/>

Estonia

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Childcare, Education and training, Prevention, health promotion and rehabilitation

Summary of the Initiative

Avitus is a social enterprise which aims at reducing mood disorders such as stress and depression, that in Estonia affect around 11% of the population. Avitus works with individuals who have mood disorders, as well as working with parents to improve parental self-confidence, knowledge, and skills with a view of preventing the rise of mental health issues (e.g. stress, depression) in their children. This is achieved through a mix of psycho-educational group work and trainings, individual counselling, and internet support groups. In 2012-2013 Avitus had an income of €42,145 (€13,211 from service fees), 12 full-time employees and freelancers, and worked in 6 municipalities in Estonia. In terms of benefits, Avitus directly helped 760 people with mood disorders, 284 people with parental education, and supported 2,400 people via the internet support group and mental health forum. On average, Avitus' clients reported a 25-30% improvement in mood symptoms.

Avitus is a need-driven and outcome-oriented initiative, intended to meet the need for education/training and social support/inclusion for people with mood disorders in Estonia. Avitus uses an open process of co-creation, as people with mood disorders, their parents/families, teachers, trainers, volunteers, social workers, health professionals, and technology providers collaborate to develop, implement, and adopt Avitus' support services.

Avitus is a disruptive/transformational innovation, that uses ICT to develop online social networks of peer support for mood disorders. The online mental health forum "You are not alone" works on the principles of guided interactive group-work. The objectives of the forum are to educate the public about mental health, to change the stigma and negative attitudes concerning mental health by encouraging the use of professional help when needed, and to provide a social support network with reduced risks for people with psychiatric problems.

Avitus is intersectorally integrated at the levels of funding and service delivery, with the Avitus social enterprise operating in partnership with Public sector (Ministry of Social Affairs, Tallinn Social Welfare and Health Care Department, Local governments: Tallinn, Keila, Viimsi, Valga); Project partners (Töötukassa, Tallinn City Enterprise Department, Local governments, EVEA - Estonian Association of SME's); and Other cooperation (EPRU – Estonian Psychosocial Rehabilitation Union, Estonian Parents Association, Institute for Social Pedagogic Research in Mainz - project RITA, Eichenberg Institut - project RITA, Magazines, internet portals). Avitus has received funding from the European Social Fund, Innove, KÜSK – National Foundation of Civil Society, Swiss-Estonian NGO Foundation, and The Council Of Gambling Tax.

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion, Children / Early childhood ed. & care

Users & actors	
Target users	Parents, Mental disabilities
Intermediary actors	Youth workers, Social assistants, Social workers, Volunteers, Teachers, Trainers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Avitus is contributing to SIP policy objectives of implementing active inclusion strategies and investing in individuals throughout their life, by increasing the productivity, sustainability, cost-effectiveness, access/take-up, and quality of support services for people with mood disorders and their informal carers in Estonia. In terms of proven benefits in access/take-up and productivity of services, Avitus statistics for 2013 show that 2,400 people were assisted through online support, 760 people were helped to tackle their own mood disorders, and 284 couples were provided with parental education on supporting their children with mood disorders. Avitus' web-forum had 2,400 members and 200 visits per day, 2,665 topics and 79,836 posts online. In terms of the quality of services, the emotional state of Avitus programme participants has improved as well as their relationship and working quality of life, and negative symptoms have decreased by 25-30% on average. They have acquired new interpersonal skills and coping strategies and their attitudes and patterns of behaviour have become more positive. In terms of cost-effectiveness, Avitus has highlighted the financial benefits for the Estonian state of increasing employment and tax revenue from programme participants who are supported with new or current employment activities. Avitus' New Beginnings programme in 2009-2011 for example provided group counselling to 267 clients, 219 were unemployed, 48 employed. Following the programme, 60 unemployed people found employment (27% of unemployed</p>

participants), 31 continued working – some of whom changed jobs within or outside their existing organisations, 11 participants went on to study in full-time/part-time education, and 7 went into self-employment and have started their own company.

Backr

(Backr)

<https://www.backr.net/>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Employability

Employability, Employment

Summary of the Initiative

Backr is an innovative online social networking platform in the area of employment and employability, which helps people to build their professional connections, skills, confidence, and find employment opportunities in South London. The main aims of the Backr initiative are to create positive social impact in three ways: (i) Building and maintaining relationships of trust, support, and information among citizens, particularly in relation to employer/employee and volunteer relationships in the labour market; (ii) Work and learning: helping people to acquire new skills, knowledge, and confidence in the world of work (employability), and directly applying these skills to finding and keeping jobs (employment); and (iii) Environment/community: providing a supportive community for online and face-to-face interactions related to employment/employability, as well as encouraging voluntary work as an important learning process and community service. Backr is run by the social enterprise Participate, and is funded by JPMorgan (private bank), Croydon Council, and Lambeth Council (local government). The main benefits achieved by Backr are social inclusion and participation, and increasing employability of the most distant from the job market: 2,878 connections (online and face-to-face meetings) between Backr members have been established, out of which 334 have been repeated connections; 451 active members post/meet regularly, 80 of whom joined Backr to support others; 822 members attended off-line events; 224 work opportunities have been posted on the platform; 60% of members reported that their confidence and ability to take the initiative has improved thanks to the Backr on-line and off-line activities; and 76% of members report progress in their careers.

Backr is a need-driven and outcome-oriented innovation, intended to meet the need for employment/employability services in South London, UK. Backr uses an open process of co-creation and innovation networks, collaborating between end users, businesses, and community organisations to build online social networks for employment/employability services. Through this process, Backr is also fundamentally changing the relationships between these stakeholders, encouraging online networking and social media interactions/communications through their web-based platform in addition to face-to-face networking events. In this way, Backr is enhancing trust and social capital in the community, therefore creating public value.

Backr is a disruptive and transformative innovation, that uses ICT to create new social networks for employment/employability. Users set up an online profile on Backr's bespoke social networking platform, which they can then use to contact other Backr members for peer-to-peer support, and post/search for employment opportunities that fit their skills and interests. Backr actively introduces members to small businesses and local community organisations to pursue paid/voluntary work opportunities, and Backr

	<p>also hosts regular events that provide members with the opportunity to meet and network face-to-face in addition to online.</p> <p>Backr is inter-sectorally integrated, run by the social enterprise Participate, and funded by JPMorgan Chase Foundation (private bank's philanthropic investment organisation), Croydon Council, and Lambeth Council (local government).</p> <p>Backr is integrated with government at the level of funding and in some cases at the level of service delivery, for example using local council spaces for Backr's networking/communication events.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors

Target users	Unemployed, Employed
Intermediary actors	Volunteers, Trainers, Paid assistants, Other (Employers ; local businesses ; civic servants ; ICT support staff)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>Backr helps people make new connections and find opportunities in the world of work through both online and offline activities. The key impacts and outcomes documented for 2013-14 include:</p> <p>Concerning social inclusion and participation, and increasing employability of the most distant from the job market, 2,878 connections (online and face-to-face meetings) between Backr members have been established, out of which 334 have been repeated connections. 451 active members post/meet regularly; 80 of whom joined Backr to support others, 822 members attended off-line events. 224 work opportunities have been posted on the platform and 60% of members reported that their confidence and</p>
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ability to take the initiative has improved thanks to the Beckr on-line and off-line activities, whilst 76% of members report progress in their careers.

Balanced European Conservation Approach - ICT services for resource saving in social housing
 (Balanced European Conservation Approach - ICT services for resource saving in social housing)

<http://beca-project.eu/home/>

Bulgaria, Czech Republic, Germany, Italy, Serbia, Spain, Sweden

General Data	
Type of the Initiative	Service
Category of service	Social housing Social housing
Summary of the Initiative	<p>The 'Balanced European Conservation Approach - ICT services for resource saving in social housing' (BECA) project, started in January 2011 and completed in January 2014, aimed to help Europe meet emission targets by reducing energy consumption and energy poverty in European social housing. Building on existing services providing feedback on energy consumption to social housing tenants, BECA developed and provided advanced ICT-based energy awareness and management services and training to social housing tenants and providers in 7 European countries - Germany, Italy, Spain, Sweden, Bulgaria, Czech Republic, Serbia. Energy service providers and housing providers co-operated in the project to provide ICT-based energy management and energy awareness services to approximately 5,000 social housing tenants across 7 separate social housing sites in these 7 European countries during a 3-year project. The main benefits of the BECA project were a €1.7Million saving in energy costs across the 5,000 social housing tenants included in the project, including 15% cost savings for heating, 11% for cold water, 17% for hot water, and 570MWh or 177 tons of CO2 saved each year; as well as increases in tenants' empowerment, ICT literacy, and e-inclusion. Financial return on initial investments in BECA's services was achieved by most stakeholders within a 3-year operating period, and by almost all stakeholders over a ten year operating period. The BECA solution has been adopted on a longer-term basis by all the partners involved in the 7 pilot projects, and has been expanded and replicated to additional social housing locations in Europe.</p> <p>BECA is a need-driven and outcome-oriented innovation, intended to meet the needs of social housing tenants, social housing providers, and energy service providers for energy awareness, management, and cost-efficient services, with the overall aim of reducing energy consumption and energy poverty among social housing tenants in Europe.</p> <p>In terms of ICT-enabled innovation potential, BECA is a sustained/organisational innovation, which uses ICT in the form of Resource Use Awareness Services (RUAS) and Resource Management Services (RMS) based on 'Smart Metering' to measure the amounts of energy or water flowing through them. Smart Metering enables data communication and can measure and deliver more information. Larger quantities of data can be stored until collected and meters can also be reprogrammed or re-configured remotely. Smart Metering also enables long range communication with the energy company and short range links into the home. Consumption data can be read remotely and tariffs can be updated remotely, providing a communication gateway that functions as an interface between devices in the home and providing customers with real time data. Taken together, these ICT innovations support, facilitate, and compliment existing efforts to improve organisational mechanisms of energy service</p>

	<p>provisions in social housing.</p> <p>BECA is inter-sectorally integrated, collaborating between social housing authorities, public authorities, global ICT service providers, distribution network operators, and research institutes.</p> <p>BECA is integrated with government authorities at the levels of funding (€5.5m from the European Commission) and at the level of service delivery, co-ordinated by Empirica and led by government authorities and social housing providers, including global players in electricity supply, smart metering and home/building automation, building networks, and tenant portals; as well as local consultants and specialists to carry out all steps in the service implementation process in different pilot sites all over Europe.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness
Policy objectives of the SIP: Beneficiaries	Social inclusion, Other (Reduce energy poverty of social housing tenants ; increase ICT literacy and e-inclusion.)

Users & actors	
Target users	Living in social housing
Intermediary actors	Other (Social housing service providers (landlords, housing companies, energy companies))

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The main benefits of the BECA initiative are proven/documented in relation to the SIP policy objectives of increasing the cost-effectiveness of social services. BECA's 'Final Report' (2014) published by Vogt, Dashja, and B-Korte documented that the net economic benefit achieved by the BECA project was €1.7Million, calculated as the energy costs saved by all social houses included in the project extrapolated over a ten-year operating period. In more detail, among the 5,000 social housing tenants in 7 countries included in the project, the Resource Use Awareness Services (RUAS) and Resource Management Services (RMS) achieved a total of 15% cost savings for heating, 11% for cold water, 17% for hot water, and 570MWh or 177 tons of CO2</p>

saved each year. Financial return on initial investments in BECA's services was achieved by most stakeholders within a 3 year operating period, and by almost all stakeholders over a ten year operating period.

On the social inclusion front, Vogt et al.'s evaluation report also highlighted in qualitative terms the social benefits of the BECA project in relation to citizens' empowerment, increased ICT literacy, and e-inclusion.

The BECA solution has been adopted on a longer-term basis by all the partners involved in the 7 pilot projects, and has been expanded and replicated to additional social housing locations in Europe.

Bookshare

(Bookshare)

<https://www.bookshare.org/cms>

Australia, Brazil, Canada, Denmark, France, Germany, India, Netherlands, New Zealand, Norway, South Korea, United Kingdom, United States of America, Other (Argentina, Ghana, Kenya, Nigeria, Philippines, Qatar, South Africa, United Arab Emirates)

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Education and training, Social inclusion/participation

Summary of the Initiative

Bookshare is an initiative of Benetech, a Silicon Valley-based digital social enterprise founded in 2000 with the mission of using technology to address unmet social needs in three domains: literacy, human rights and environment protection. Bookshare was launched in 2002 and is today the world's largest accessible online library for people with print disabilities (visually impaired, people with learning disabilities, physical disabilities), providing free access to all students with qualifying print disabilities in the States through an award from the US Office of Special Education Programs and low-cost access (\$50 per year plus 25\$ od set-up costs) to non-students and organizations from everywhere in the world. Special tariffs (\$10 per year plus 5\$ set-up costs) are available for Low or Lower Income countries. Bookshare also contains titles in Hindi and Tamil, and over 100 books in Arabic thanks to a partnership with the Mada Center, based in Qatar. More than 500 U.S. and international publishers, as well as universities, writers and organisations donate their digital files.

A partnership with Digital Divide Data, a social enterprise based in Vietnam and Cambodia which employs disabled people, allows Bookshare to have scanned texts proof-red and ready to be uploaded in the library at a fair price. Books can be accessed with different modalities, including audio with high quality text-to-speech voices, with the possibility to hear and see highlighted words on screen, or to read in digital braille or enlarged fonts. In addition, Benetech's DIAGRAM Center has developed Poet, a free, open-source web application launched in 2012 to crowd source image and graphic descriptions in eBooks, which is particularly important for students with print disabilities, often put at disadvantage when it comes to schoolbooks and academic materials for not being able to access graphic contents. Finally, Route 66 is an online programme aimed at turning volunteers and parents into skilled teachers for beginner readers with learning disabilities.

The initiative has been very successful, delivering an accessible book for less than one-fifteenth of the cost of the previous approach for conversion and delivery of accessible materials. Bookshare is today the largest accessible online library for people with print disabilities in the world, with more than 360.000 titles, most of them provided by users and partners institutions, and about 1 million books downloaded every year by around 350000 users.

The initiative presents very high levels of both IT and social innovation: a pervasive use of ICT allowed to offer accessible books for a very reasonable prize to a wide audience of people with different degrees of physical and mental disabilities, whilst the early involvement and continuous engagement of a wide range of stakeholders (including

	users, public authorities, publishers, scholars and third sector organisations and social enterprises all across the globe) has led to the establishment of new collaborative relationships and new institutional arrangements. Bookshare is a multi-sectorial initiative, integrated with public operations at funding, administrative and organisational level, since Bookshare is a service granted by the U.S. Department of Education to all schools and students with print disabilities in the U.S.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	Physical disabilities, Mental disabilities
Intermediary actors	Youth workers, Social assistants, Social workers, Volunteers, Teachers, Trainers, Informal carers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Administrative, Organisational
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The initiative is promoting social inclusion by providing visually impaired students and students with learning disabilities in education and training with publications suited to their needs. For U.S. students with print disabilities, this means being able to use the textbooks and other materials they need to succeed in school at the same time as their peers. In addition, through its Route66 programme, Benetech is training parents, teachers and volunteers across the world who are teaching how to read to people with learning disabilities. Feedback from users (both disabled readers and their family and trainers) has been very positive, and strongly contributed to the development and continuous improvement of the service.</p> <p>From the point of view of cost-effectiveness of services, Bookshare delivers an accessible book for less than one-fifteenth of the cost of the previous approach for conversion and delivery of accessible materials.</p>

From the point of view of creating employment for disadvantaged groups, through partnerships with local stakeholders, Bookshare is helping both to create jobs for disabled people in developing countries, to develop contents in different languages and to make available Bookshare titles at a fair price in low-income countries. The partnership with Digital Divide Data (DDD), based in Cambodia, Vietnam and Laos has allowed to create 350 part time jobs for university students, which allows them to pay for their studies whilst acquiring valuable on the workplace.

Concerning civic engagement, volunteers and readers have provided Bookshare.org with more than 360,000 books (up from 35.000 in 2008), and more than 150 daily newspapers are available each morning through a partnership with the National Federation of the Blind Newsline program and the nation's newspapers.

Borger.dk MyPage
(Borger.dk MyPage)

<http://www.borger.dk>

Denmark

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Social care, Civic engagement

Summary of the Initiative

MyPage is a socially innovative e-government initiative in Denmark, which enables more citizens - including unemployed, disabled, older people - to access vital social services online - including disability benefits, social housing, tax, employment, and other social support services. MyPage enables Danish citizens to create and manage their own personal webpage and online access to public administration documents and key social services at the local, regional, and national scales. MyPage's innovation stems from its integration as a personalised service within the online national citizen portal, Borger.dk (BDK). The MyPage service is fully enabled by ICT as it operates as an online platform for computer-based users, with the aim of including more Danish citizens (e.g. unemployed, disabled, older people) in e-government social services. The MyPage service is accessible to Danish citizens via the Borger.dk homepage (national citizen portal), from which users can: log-in using their digital signature; access personal information from tax, social and health authorities, personal registers, and property registers; and access a growing number of user-centred eServices for permits, tax, benefits, digitally signed electronic post, and patient health journals. MyPage provides more Danish citizens with greater access to, and engagement with, a broad range of e-government services, and empowers citizens to deal with their governance/administrative needs more efficiently. MyPage was funded and launched by the Danish government in 2007 to enable authorities to actively encourage citizens' increased self-service online, with investment costs for the MyPage project estimated at 500,000 Euros and 2.5 person years of labour at 252 work days per year. In terms of financial benefits, the MyPage initiative is saving the 8 municipalities in which it is operating: €1.72 million in acquisition costs; €1.93 million in annual operating and maintenance costs from 2012; and savings are increasing as the number of authorities providing the MyPage portal services grows. In terms of social benefits, MyPage is enabling more people in Denmark - particularly unemployed, disabled, and elderly people - to access and use vital social services online, with online service transactions increasing from 19% of all requests in 2009 to 37% in 2012.

MyPage is a need-driven and outcome-oriented innovation, intended to include more Danish citizens - particularly unemployment, disabled, and older people - through more personalised and user-friendly access to e-government social services integrated with the national citizen portal, Borger.dk.

In terms of ICT-enabled innovation potential, MyPage is a sustained/organisational ICT innovation, integrated with Borger.dk to support, facilitate, and compliment access to existing e-government services available on the national citizen portal, and to make these services accessible to a wider range of citizens that need them most.

MyPage operates through inter-governmental integration, collaborating between

	<p>Danish government at the national, regional, and local levels to integrate citizen's online self-services across these levels of government.</p> <p>MyPage is integrated in the fields of administration and delivery system, as e-government functions, information, data, and services are consolidated from national, regional, and local levels of government and made accessible online for Danish citizens.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	General
Intermediary actors	Other (local, regional, and national government authorities acting as e-governance service providers ; civil servants)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Weak
Types of service integration	Administrative, Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>MyPage is contributing to SIP objectives of modernising social protection systems, by increasing the productivity, sustainability, cost-effectiveness, access/take-up, and quality of e-government social services in Denmark through a more personalised and user-friendly platform, which is increasing access for unemployed, disabled, and older people who need these social services the most.</p> <p>In terms of proven/documented benefits of sustainability and cost-effectiveness, a study conducted in 2012 by the consultancy firm Strand and Donslund in Denmark estimates that the MyPage initiative is saving the 8 municipalities in which it is operating: €1.72 million in acquisition costs; €1.93 million in annual operating and maintenance costs from 2012; and savings are increasing as the number of authorities providing the MyPage portal services grows.</p> <p>In terms of increasing access/take-up and productivity of public services online, MyPage enables and allows authorities to actively encourage citizens' increased self-</p>

service online. In Copenhagen for example, MyPage has successfully increased online service transactions from 19% of all requests in 2009 to 37% in 2012, creating an annual saving for the Copenhagen authorities of €3.2 million per year.

In terms of increasing the quality of e-government social services in Denmark, a report by the European Public Sector Awards (ESPA) highlights in qualitative terms 5 main benefits of the MyPage initiative, which include the provision of: (i) a flexible, robust and tested platform for authorities to showcase personalised information, data, eServices, and enables users to view and act upon these – either to activate an eService or to correct information; (ii) cost efficient, personal, user-friendly and attractive platform developed with, and for, authorities and citizens to use for free; (iii) innovative personalised platform enabling authorities to provide relevant, personal content, data and eServices; (iv) cutting edge technical solution based on MicroSoft SharePoint 2010 technology, coded in .NET, whilst allowing for different integration formats (portal service types or widgets); and (v) it fulfils all legal requirements including collection and presentation of personal data and WCAG (AA) web-accessibility standards and the EU 'Cookie' Directive.

Bread and Internet

(Pane & Internet)

<http://www.paneeinternet.it/>

Italy

General Data

Type of the Initiative	System
Category of service	Employability Education and training, Social inclusion/participation, Civic engagement
Summary of the Initiative	<p>This initiative, financed by the Emilia Romagna Region, aims to stimulate local communities to develop and self-sustain P&I centres. The Regional government will provide the common ICT infrastructure to support the knowledge sharing among the centres. The scope of each centre is the reduction of the digital gap supporting employment and digital inclusion of the citizens aged between 47 and 74, which are considered to be digitally excluded or poorly digitally educated. Besides the Region authority, municipalities, schools and third-sector partners are contributing to the scope of the initiative, such as elderly centres, volunteers associations, public libraries etc. The activities carried out are the following: - Realization of the "Pane e Internet" centre; - Direct and indirect activities of promotion and sensibilization regarding the e-inclusion topic; - Training activities also through an e-learning platform; - Training for the digital facilitators and for the teachers of the P&I users; - Support to the realization of local centres; - Inclusion activities also through TV and web. Final aim is to reduce the "digital gap" that the 45-74 year old category is experiencing (in the region, almost 51% of the target group is considered to be digitally excluded). From the pilot phase launched in 2009, after 5 years of activity, Pel has achieved several important results. About 12,000 people with no digital skills have gone through almost 850 runs of the standard 20-hour, free, entry-level digital literacy Pel course. Almost 240 teachers and 90 tutors have delivered these courses, in 140 municipalities (out of 340 total in the region). Based on past statistics and the projected expansion of active libraries, about 40,000 people are expected to be assisted in the next 3 years by Pel's digital facilitation services.</p> <p>Pane & Internet is a need-driven and outcome-oriented initiative, as well as an open process of co-creation/collaborative innovation networks. Pane & Internet is a disruptive/transformational innovation, using ICT to initiate or improve new services or create new mechanisms for service delivery which would be impossible through non-ICT modes. Pane & Internet's initiative is inter-sectorially integrated at funding, administration, organisational and delivery level.</p>

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up

Policy objectives of the SIP: Beneficiaries	AHA / formal and informal carers, Active inclusion / unemployed ppl, Social inclusion, Other (tackle digital exclusion for people ranging between 47 and 74 years old)
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Users & actors	
Target users	Adults, Elderly, Low-skilled
Intermediary actors	Social workers, Volunteers, Teachers, Trainers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>At 5 years after its launch, Bread and Internet has had a very positive balance. From 2009-2013, more than 12,000 towns and citizens took part in about 850 free courses on the use of the PC and Internet, which was promoted and funded by the Region, in cooperation with local authorities and third sector associations.</p> <p>Courses were attended by a significant majority of women (61% vs. 39% of men), while those over 60 were 59% and people between 50 -60 years old were 23% , and those under 50 years old were 18%. The average age of participants was 65 years, with the youngest just 19 years old and the older 93 years old. At a working level, 66% of participants were housewives and/or retirees, 21% employed and 13% unemployed. The core courses were organized in 140 municipalities, with the use of 185 offices and the involvement of 237 teachers and 85 tutors.</p> <p>Very positive results related to the approval of the courses given by participants. Upon completion of training, 90% of participants assessed the experience positively and 97% promoted their teachers. In fact, in the first training 80% of the participants had difficulty with the Internet and in the end decreased to 20%.</p> <p>Under the project "Bread and Internet Library" 130 libraries in 101 municipalities of Emilia Romagna had agreed to join the "PeI in the library" and over 70 of them had already activated digital service facilitation. By mid-2014, approximately 230 people had been trained as e-facilitators: half of them were library staff and the other were library volunteers. Given the positive results achieved, e-facilitation services have in fact become one of the pillars of the new 2014-2017 PeI project: a total of 250 libraries are expected to activate the service in the next 3 years and over 500 e-facilitators will be trained.</p> <p>The Regione Emilia-Romagna is equipped with a monitoring system of the impacts of the "Pane&Internet" using the methodology of evaluation of projects of Telematic Plan adopted by the Emilia-Romagna. The project, outcome data are systematically collected (every 3 months) by the regional unit in charge of the policy evaluation, through surveys of all the intervention participants completed by the intermediaries</p>

(surveys are conducted by email, CATI or direct phone calls); The impact data are collected by periodic ad hoc surveys organised by the regional unit in charge of the policy evaluation and conducted by email, CATI or direct phone calls.

In addition, the initiative Pane e Internet was chosen by the Region in agreement with JRC-IPTS as a case study of a research strategy on ICT for employability and inclusion, conducted by JRC-IPTS and DG Connect entitled "Measuring the impact of e-inclusion Actors on Digital Literacy, Skill and inclusion Goals of the Digital Agenda for Europe (MIREIA). This policy-oriented research project aimed to map and characterize the diverse set of e-Inclusion intermediary actors involved in implementing e-Inclusion policies in the European Union and develop suitable measurement instruments to support the production of evidence on how they contribute to the achievement of the DAE and Europe 2020 socio-economic goals.

The preliminary results of the experiment conducted to monitor and evaluate the outcomes and impacts reveals a positive cause-effect relationship between the training activities performed and enhanced employability of the people trained, who received an increased number of job offers by email. The results of the outcomes analysis also showed a significant behavioral change in the use of Internet for job searching methods used.

Bridge International Academies

(Bridge International Academies)

<http://www.bridgeinternationalacademies.com/company/about/>

Other (Kenya and Uganda)

General Data	
Type of the Initiative	Service
Category of service	<p>Education and training</p> <p>Childcare, Education and training</p>
Summary of the Initiative	<p>Bridge International Academies ('Bridge') was set-up in 2009 with the mission of using technology and economies of scale to provide low-cost, high-quality standardised primary education to the 2.7 billion people in the world living on less than \$2 a day. To achieve this goal, Bridge has invested heavily in research, development, and technology to develop its "Academy-in-a-Box" model of private schools, which is centrally managed and easily transferable across countries. The first Bridge International Academy opened in January 2009 in the Mukuru slum in Nairobi, offering kindergarten, and Classes 1-3. More recently, Classes 4-7 have been added, together with Baby class and Nursery class. At present, 412 academies serve 118,882 pupils in Kenya and Uganda, and by the end of the year academies will open in Nigeria. An India expansion team has also been established. The Bridge International Academy initiative and "Academy in a box" model has been extremely successful.</p> <p>Proven/documentated benefits include: 85-95% of families can afford to pay Bridge's lower school fees (average of \$6/month) for both their male and female children, boosting access and gender equality in education; and pupils' results are extremely encouraging: international exams (EGRA and EGMA) administered by an independent agency found that Bridge pupils score 35% higher in core reading skills and 19% higher in maths compared to their peers studying in government schools. At a community level, Bridge currently has 118,882 pupils enrolled, and has created a total of 5,000 jobs.</p> <p>Bridge is a need-driven and outcome-oriented initiative, intended to meet the needs of low-income families for affordable and high-quality primary education for their children. Bridge uses an open process of co-creation, with teachers, technologists, public and private stakeholders collaborating to develop, implement, and adopt the Bridge education model, which is in turn allocating public value towards affordable private education services.</p> <p>Bridge is radical/transformational innovation. The use of ICT and data analytics are at the core of this model. Bridge has been working with international experts in the education field to develop a sound curriculum which, while aligned to national government standards, is particularly focused on basic literacy, numeracy, and critical thinking skills in early grades. The curriculum is transformed into scripted lesson plans delivered through data-enabled tablets constantly synced to headquarters. This means that not only do teachers have step-by-step instructions detailing what they should say during their lessons, but also that Bridge can monitor lesson pacing, record attendance, track assessment scores (assessments are carried out every month), and update or add lesson scripts and pedagogic materials in real time. The quality of the pedagogical offer is further reinforced by the highly competitive student selection process and thorough</p>

	<p>training undertaken by the local teachers. The role of data analysis and ICT technology is key also when it comes to internal organisation and management: decisions about where to build academies are taken based on the needs and price points of local families through the analysis of data collected through mobile surveys, GPS devices, and satellite imagery. Thanks to the Academy Manager's smartphone application, academy managers can focus on overseeing instruction and building relationships with the local community as billing, payments, expense management, payroll processing and prospective admissions are all automated and centralised. Both the operational and instructional processes of the academies are constantly tracked and analysed to achieve better results and cost-efficiency.</p> <p>Bridge is inter-sectorally integrated, operating as a chain of private schools in Kenya and Uganda, with funding from public and private partners around the world.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion, Children / Early childhood ed. & care

Users & actors	
Target users	6-12, 13-19, Families
Intermediary actors	Teachers, Trainers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The Bridge International Academies initiative has achieved benefits in all 3 SIP policy fields of (i) modernising social protection systems, (ii) implementing active inclusion strategies, and (iii) investing in individuals throughout their life, by using ICTs and a scale-driven approach to increase the productivity, scalability, cost-effectiveness, access/take-up, and quality of education services in Kenya and Uganda from 2009 to date. In terms of documented/proven benefits: primary school tuition in 2014 was \$6 a month on average, 70% lower than other local low-cost private schools, and in line with</p>

“free” government schools (which can cost between \$2 and \$12 per month). According to Bridge's impact evaluation data, 85-95% of families can afford to pay these fees for both their male and female children, thereby increasing access/take-up, sustainability, cost-effectiveness, and gender equality in education services. Bridge also offers sponsorships for the poorest pupils, thereby further increasing access/take-up of education services. In terms of increasing the quality of education services, Bridge pupils' results are extremely encouraging in this regard: international exams on Early Grade Reading Assessment (EGRA) and Early Grade Maths Assessment (EGMA) administered by an independent agency found that Bridge pupils compared to their peers studying in government schools score 32% higher in core reading skills - which translates into almost 252 additional days of learning through reading fluency benefits; and 51% higher in maths skills, which translates into over 288 additional days of learning. At a community level across Kenya and Uganda, Bridge currently has 118,882 pupils enrolled, and has created a total of 5,040 teaching/administrative jobs in these countries.

Buurtzorg

(Buurtzorg)

<http://www.buurtzorgnederland.com/>

Japan, Netherlands, Sweden, United States of America

General Data

Type of the Initiative

Service

Category of service

Integrated care

Independent living, Prevention, health promotion and rehabilitation

Summary of the Initiative

Created in the Netherlands in 2006, Buurtzorg is a non-for-profit social enterprise providing home-care services through self-organised teams of nurses collaborating with local GPs and communities and relying on a network of local and regional coaches and a national back-office taking care of administration and general enquires. What started as a team of 4 nurses trying to improve the offer of home-care services in the Netherlands is now an organisation employing 6,500 nurses, serving around 60,000 patients a year across 4 countries (Sweden, Japan and the United States in addition to the Netherlands) and generating about €180 million euro revenues a year. The social mission of Buurtzorg is to provide high quality, personalised and integrated services to elderly people and people in need of long-term-care, empowering them to live more autonomous and meaningful lives. To achieve this goal, Buurtzorg's nurses involve patients and members of the community where patients live in the design and delivery of the services. Particular attention is put on health promotion, management of conditions and disease prevention. Nurses are organised in small teams (maximum 12 nurses) supporting on average between 40 and 60 patients each. In terms of benefits, Buurtzorg had the highest satisfaction rates among patients in the country, and both in 2011 and 2012 the organisation was elected "best employer of the year" in the Netherlands. A 2010 report by Ernst and Young found that average costs per patient served were 40% less than the average, which could be translated into €2 billion per year of savings for the Dutch government. According to a KPMG report in 2012, Buurtzorg's patients consume just 40% percent of the care that they are entitled to and half of the patients receive care for less than three months. As a result, patient satisfaction scores are 30 percent above the national average and the number of costly episodes requiring unplanned interventions has dropped. Buurtzorg is a need-driven and outcome-oriented innovation, intended to meet the need for better quality and cost-effective home care in the Netherlands, which has been replicated to meet the same needs in the UK, USA, and Japan so far. Buurtzorg uses an open process of co-creation as nurses, physicians, formal/informal carers, and technology service providers collaborate to develop, implement, and adopt Buurtzorg's nurse-led model of home care, which is in turn creating public value at national scales. Buurtzorg is a radical/transformational innovation. The use of an effective centralised ICT system has been key both for ensuring better services and for keeping organisational costs very low: a web application (the 'Buurtzorgweb') was developed in the organisation start-up phase, as existing software was perceived as inadequate for community care activities. The new tool, designed with the help of nurses and back-office employees is easily and quickly accessible from everywhere, and allows nurses to register patients' information, time allocation and to rapidly communicate and share

	<p>information with colleagues and with the back-office function. The electronic health record (Omaha System), accessible by all nurses, allows for comparisons, internal quality control and collection of best practices. Teams can seek feedback from online data, ranging from customer satisfaction to levels of productivity, and data are monitored over time in order to allow comparisons. E-learning modules created by staff and external experts are also available, as well as a discussion forum.</p> <p>Buurtzorg is inter-sectorally integrated at the level of service delivery, with Buurtzorg nurses working closely with each individual patient, family members, primary care provider, and — as needed — other health care and community professionals to design and deliver the most appropriate and effective care plan based on an individual's needs.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care, Care employment
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers

Users & actors	
Target users	Elderly, Physical disabilities, Mental disabilities, Patients
Intermediary actors	Formal carers, Informal carers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Buurtzorg is contributing to SIP objectives of modernising social protection systems and investing in people throughout their life, by increasing the productivity, sustainability, cost-effectiveness, access/take-up, and quality of home care services, while also supporting integrated health- and social care of older people and increasing the quality of care jobs. In terms of proven/documented benefits, research carried out by the Netherlands Institute for Health Services Research (NIVEL) in 2009 documented that Buurtzorg had the highest satisfaction rates among patients in the country, and</p>

both in 2011 and 2012 the organisation was elected “best employer of the year” in the Netherlands. A 2010 report by Ernst and Young found that average costs per patient served were 40% less than the average, which could be translated into €2 billion euro per year of savings for the Dutch government. According to another KPMG report in 2012, “Preliminary results show that Buurtzorg’s patients consume just 40% percent of the care that they are entitled to and half of the patients receive care for less than three months. As a result, patient satisfaction scores are 30 percent above the national average and the number of costly episodes requiring unplanned interventions has dropped. The company’s financial revenue has also dramatically increased from €1 million to €40 million in a period of five years. The Buurtzorg approach to healthcare delivery has also led to higher workforce productivity and reduced rates of absence through illness. Indeed, the total Buurtzorg organization requires overhead of just 8%, compared to more than 12% within the regular home care services sector in the Netherlands. In 2010, the company achieved a 58 percent time actually spent with patients, versus a national average of only 51 percent. Given that 45 million hours of home care were provided in the Netherlands in 2010, the higher productivity level represented by Buurtzorg could potentially free up almost 7,000 full time employees nationwide”.

Byström Youth Services

(Byström Youth Services)

<http://www.ouka.fi/oulu/english/young-people> :

http://www.cimo.fi/instancedata/prime_product_julkaisu/cimo/embeds/cimowwwstructure/32228_2_Bystrom_Youth_Services_Liisa_Kurtti.pdf

Finland

General Data

Type of the Initiative

Service

Category of service

Social assistance

Education and training, Social care, Employability, Social inclusion/participation, Integrated care, Prevention, health promotion and rehabilitation

Summary of the Initiative

Byström Youth Services provide an ICT-enabled "one-stop-shop" activity and service centre for young people (age 16-25) living in Oulu, Finland. Services are also available for parents and professionals working with young people. The service includes communication activities for young people, information and counselling on health issues, along with support for everyday life, career planning and finding jobs, and activities aimed at improving employment. The Byström Youth Services centre therefore addresses a range of issues concerning young people, including work, education, health and welfare, money and finances, accommodation, relationships, leisure time, and addictions (drugs, alcohol). The focus is on preventive services, with the goal of reducing the number of young people requiring "repairing" or treatment services. In terms of benefits, Byström Youth Services have successfully addressed SIP objectives by increasing access, take-up, productivity, and quality of youth services in Oulu, Finland. 2014 statistics document 10,417 customers, 18,853 customer services, and 175,617 web services. Feedback from young people has been positive, supporting workers' views of the effectiveness of the services, which are delivered alongside and in consultation with other workers and in accordance with customers' needs.

Byström Youth Services is a need-driven and outcome-orientated initiative, addressing the need for more inclusive, appropriate, and integrated services for young people in Oulu, Finland. The Byström Youth Services also use an open process of co-creation, as services are developed in collaboration between young people and service providers. Byström Youth Services are also creating public value, by responding to the varied needs of young citizens in Oulu, and providing a more holistic wellbeing service framework for them.

Byström Youth Services is a radical/disruptive initiative, which creates a new framework and delivery system for youth services through ICT in 3 ways: (i) Intra-government collaboration and staffing from the 6 government units that contribute to Byström Youth Services is enabled by a joint online database management system; (ii) young people can interact with the Byström Youth Services centre through the website and social media, actively contributing to the design/evaluation of Byström's services, and "chatting" online with support staff in private; (iii) Byström Youth Services provides a dedicated online job-search facility, supplemented by online face-to-face advice and support.

Byström Youth Services is inter-sectorally integrated, with employees from various

	<p>departments within the city of Oulu work at the Byström Youth Services, including: (i) Educational and cultural services: youth workers, information advisors and outreach youth workers; (ii) Employment services: counsellors for issues related to employment; (iii) Health services and social work: social workers, public health nurses and psychiatric nurses; (iv) Two employees from the Oulu region's Public employment and business services: one specialist in employment issues, and one psychologist specialized in vocational guidance.</p> <p>Byström Youth Service is inter-sectorally integrated across funding, administrative, organisational, and delivery functions. In total, six units of the city of Oulu along with the state's employment administration are active at the Byström Youth Services. The activity is coordinated by the city youth services with a coordinator. The employees are on their own organisations' pay roll but stationed at the Byström centre. Other expenses are covered by the city of Oulu's youth services. Cooperation is carried out with the third sector, educational organisations, companies, and the Finnish Defence Forces. Young people participate in planning the activities and in developing the services. The employees also learn and get help from each other, which improves the quality of the services.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	13-19, 20-24, NEETs
Intermediary actors	Youth workers, Social assistants, Social workers, Volunteers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	In terms of SIP policy objective of increasing access/take-up and productivity of services, and supporting social inclusion, Byström Youth Services has documented the

following impacts up to the year 2014:

- Amount of customers 10,417
- Customer contacts 18,853
- Online service 3,693
- Web services used by IP-addresses 175,617
- Group service times 240
- Summer jobs for over 17 years old students for 998 persons
- Summer employment ticket for 15-17 year olds for 3,638 persons

In more detail, the face-to-face and online services provided by Byström Youth Services (2014) include:

- Youth information and counselling services 4,127
- Job search's try-out jobs 708
- Workshop outside premises 277
- Arpetti-action 90 (57 working contracts started)
- Health services 246
- Social services 162
- Rehabilitative action 260
- Outreach youth work 694
- Targeted youth work 55
- Job search 705

In terms of SIP objectives of increasing the quality of services, a report titled 'Best practices for the promotion of the youth guarantee', conducted by the Employment and Entrepreneurship Department of the Ministry of Employment and Economy (2012) documented under 'results' that feedback from young people using the Byström Youth Services has mainly been positive, as analysed from customer feedback questionnaires conducted between 2011-2012. In addition, the report documents the Byström workers' views of the effectiveness of the activities, with workers finding that, at the Byström Youth Services centre, they can provide rapid service to their customers since customers are met jointly, alongside and in consultation with other workers and in accordance with the customers' needs.

Care for each other

(Zorgvoorelkaar)

www.zorgvoorelkaar.com

Netherlands

General Data	
Type of the Initiative	Service
Category of service	<p>Social care</p> <p>Social care, Social inclusion/participation, Civic engagement, Independent living</p>
Summary of the Initiative	<p>'Zorgvoorelkaar.com' is a Dutch initiative aimed at addressing the need for care services by involving the community of care on a user-friendly platform where people can place a simple request for help and where they can find the support required. The online platform for matching the supply and demand for help or assistance in the community is part of a non-profit initiative delivered by social enterprise Zorkvoorelkaar (Social Care Network) with the help of its local partners and institutions. The Network is active in 35 municipalities in the Netherlands and it is based on facilitating access to assistance through volunteering / informal care opportunities in the neighbourhoods. Through the help of the ICT enabled solution – the portal or online marketplace for care support - people who are looking for help or to offer help can ask for it and volunteers wanting to provide it can assist them. Levels of ICT innovation potential are disruptive, since ICT enables the creation and provision of a new type of care services. The community of care is actively involved in the process of co-creation of services, since users, both helpers and beneficiaries, are in charge of posting, mediating and negotiating the assistance provided/ received. This is the most innovative element of the initiative, coupled with the elements of user-friendliness and accessibility. The community of care becomes in this way more empowered and engaged in helping peers, which in turn leads to a better sense of community and social inclusion. The initiative is possible through an inter-sectoral partnership between public and third sector institutions, and is integrated with public operations at funding level. The overall aim of the initiative is to contribute to a more caring society. This is why the initiative has an important civic engagement and communitarian component. Many social categories of people and organizations have received help through the use of the portal, and particularly elderly people in need of non-qualified assistance for routine practices.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / formal and informal carers, Social inclusion

Users & actors	
Target users	General, Elderly
Intermediary actors	Volunteers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>From the perspective of active inclusion and increased access and take up of services, Zorgvoorelkaar.com (Care for Each Other) contributes to mobilise both investment and engagement into community care, unburdening social public budgets and mobilizing volunteers.</p> <p>Since the start of the initiative (September 2011) the number of registered users has risen to nearly 10,525 (as by July 2014): 7,000 assistance providers (67% are volunteers, 33% from organizations and professionals) and about 3,000 people asking for help (29% from organizations, 71% individuals). The 50% of volunteers are under 40 years of age, and the 30% have never volunteered before. Most requests for help go placed on individual social contacts (27%), followed by group activities (11%) and home DIY and garden (10%). There were 10 525 unique contacts which resulted in 2631 matches (one in four) in 2014. In 2015, the total number of unique contacts between users was over 30,000. A match between two people on the Network or market place results in 38 physical contacts in person (on average per year), based on the data provided by the case owner.</p> <p>Concerning cost-effectiveness, the total value of these matches is estimated to be 5,3 million euros. Only in the city of Geldrop-Mierlo the initiative contributed to an increase of 30 to 40% in the number of informal care services provided, and was identified as a potential way of solving local social issue without burdens on local authorities budgets. All the municipalities and partner institutions in the project pay 25 cents per citizen per year to use the services provided. Out of the total 25 cents, 15 cents are spent to maintain IT infrastructure, security, management, statistics and helpdesk function and the remaining 10% is spent on (online) marketing.</p> <p>The 'Care for each other' initiative enables the community to become socially active and peers to help other peers. In this sense it contributes to the development of a participatory society based on volunteerism and collective action.</p> <p>'Care for each other' applies annual user survey among all users of the site (with 700 completed surveys by July 2014). One of the main indicators is the social value of matches. The net promoter score is 8 out of 10 (meaning that users are happy with the services and that they would recommend the site to family and friends).</p>

Career information computer
(Berufsinformations Computer)

<http://www.bic.at>

Austria

General Data

Type of the Initiative

Service

Category of service

Employability

Education and training, Employability

Summary of the Initiative

Career Information Computer (BIC) is an online career and vocational programme, which is designed for users to access it independently without interaction with job counsellors. It stores information about more than 1,500 job profiles. The visitors are recommended to check first their "Interest profile", in order to find out which occupational groups and jobs are more suitable to them based on their skills and aspirations. The menu item "Career choice" gives the visitor ideas and hints about career choices and tips for the job application process. In the menus "Topic & Service" users can find more detailed information about the various special focuses as well as many useful addresses and links. The online programme is used by young people, job-seekers and guidance practitioners as an information source, a guidance tool and a teaching aid. It supports the identification of users' strengths and weaknesses and helps to define an education career path and find offers on the Austrian labor market. In order to improve the re-launch of the website in 2008, the initiative performed online surveys in 2006 and 2007 and integrated the input from users. In 2013 they conducted a second online survey, in order to get more insights from users. In both cases, feedbacks were positive, and improvements were carried out to address recurrent problems.

From a Social Innovation perspective, the initiative intends to meet the needs of the target groups; and user feedback is constantly used to improve the service. The platform also contributes to foster new collaborations between different stakeholders, such as teachers and their students, who use the online guidance service in schools and discuss results afterwards to improve both students' employability and self-awareness and teaching methods.

Concerning levels of ICT innovation, the service is a disruptive innovation, which use ICT and the web to focus on the potential of users (young people and job-seekers) and offer them guidance for their personal career.

The service is integrated on an inter-sectorial level, since it is provided from IBW – Institute for Research on Qualification and Training of the Austrian Economy (non-profit organization) and their partners are the Austrian Economic Chamber with the nine Economic Chambers of the federal provinces in Austria (public organisations). Integration mainly occurs at the funding level.

Policy Relevance

Recommendation Strand of the
Social Investment Package (SIP)

Active inclusion, Investing in people

Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Other (increase the employability of young people and job-seekers)

Users & actors	
Target users	13-19, 20-24, 25-29, NEETs, Unemployed
Intermediary actors	Teachers, Trainers, Other (Employment Service professionals; advisors)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Concerning access and take up of services, the website www.bic.at has around 40.000.000 hits per year and counted in 2013 around 700.000 visitors. On an average, there are yearly 2.100.000 activated single professions, 92.000 completed "Interest profiles" and 33.000 activated vocational videos. Since 2005, the registered users have constantly increased, reaching a total of 460.459 registered users in 2013.</p> <p>Concerning the quality of the service, qualitative feedback from teachers highlights that the website is well structured and very popular amongst students. It is a useful tool to provide students with a better overview and orientation about interesting professions and further education. In 2006 and 2007, a survey was conducted involving around 180.000 users, who gave the service very good ratings. However, users pinpointed that it was difficult to find the service through google search. Most of the young people knew about the service thanks to their teachers and advisors. For this reason, the BIC team organized a re-launch of the website in 2008, which improved its visibility radically. In 2013, they conducted another online survey with 12.632 users: results were positive again, and the tool was considered very useful especially by young people.</p>

Career Moves

(Career Moves)

<http://www.careermoves.at/de/home>

Austria

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Employability, Employment, Social inclusion/participation

Summary of the Initiative

Career Moves was founded in 2009 by social entrepreneur Gregor Demblin and by Wolfgang Kowatsch, CEO of careesma.at - the third largest online job platform in Austria – with the aim of including more disabled people in the job market in Austria. Career Moves has put in place a comprehensive strategy to achieve work integration for disabled people, while also raising general awareness about their capacities and overcoming cultural barriers and social stigma. The Career Moves initiative operates as a web-platform that posts job opportunities available for the general public, flagging with a simple system of icons those jobs that are suitable for people with different kinds and degrees of disability. At the same time, Career Moves works off-line as an intermediary agency, bringing together and coordinating all the stakeholders involved in the process of integrating disabled people in the job-market including companies, placement agencies, chambers of commerce, welfare and social service institutions. Awareness raising and communication campaigns targeting enterprises are being implemented, and advisory services on how to successfully integrate disabled people in the workplace are offered. As a result, corporate trust in the abilities and added value of people with disabilities is raising, and disabled people are being positioned for the first time on the job market as top performers together with the general public. The main benefits of Career Moves is the employment of people with disabilities. Since its creation in 2009 Career Moves has posted more than 15,000 jobs suited for people with disabilities, and in 2014 more than 250 companies were active on the website, with job offers visited more than 1 million times. Based on clients' feedback 112 people with disabilities found a job using the platform in 2013; more than 1,000 Human Resource (HR) employees are annually trained to understand and value disability in the workplace, and partnerships have been established with large companies to implement inclusion and diversity management strategies, including with McDonald's to create 300 jobs for disabled people across Austria. A survey conducted by Career Moves in 2013 with 250 CEOs and HR representatives found that 83% of interviewees considered employing people with disability as an added value for their companies and would recommend colleagues from other companies to hire disabled people. Career Moves has also placed around 400 news articles about the initiative in public media outlets since 2009.

Career Moves is a need-driven and outcome-oriented initiative, intended to include disabled people in the labour market in Austria and other countries through using online support services. Career Moves uses an open process of co-creation as employers, job seekers, and other relevant organisations collaborate to develop, implement, and adopt Career Move's online job search services. This service is fundamentally changing relationships between stakeholders by encouraging and

	<p>connecting employers with disabled employees, which is also creating public value in Austria in terms of social and labour market inclusion.</p> <p>Career Moves is a sustained/organisational innovation, as ICTs are used for job searching and matching functions in Career Move's online employment portal (http://www.careermoves.at/).</p> <p>Career Moves is inter-sectorally integrated, receiving funding from the Austrian government's Ministry of Social Affairs Service, and co-operating in service delivery with a range of private and third-sector organisations including careesma.at, lehrling.at, geodata, boku, Wien Medical University, Wien Technical University, VetMed University Vienna, ERSTE Stiftung, Transformations Manager, PremiQa Med Group, IBM, SV, OEAD, Disability Performance Austria, ONB Bank, and Jooble.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	Physical disabilities, Mental disabilities, Unemployed, Employed
Intermediary actors	Other (Private sector employers (businesses, organisations, charities, service providers))

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Career Moves is contributing to SIP objectives of modernising social protection systems and implementing active inclusion, by increasing the sustainability, productivity, cost-effectiveness, access/take-up, and quality of online employment/employability support services for people with disabilities in Austria and other countries.</p> <p>In terms of increasing access/take-up of services, since its creation in 2009 Career</p>

Moves has posted more than 15,000 jobs suited for people with disabilities, and in 2014 more than 250 companies were active on the website, with job offers visited more than 1 million times.

In terms of sustainability and cost-effectiveness, the initiative has been so successful that the Austrian Ministry of Social Affairs has become a key partner and funder of the platform. In terms of increasing quality of services and fostering inclusive labor markets, based on clients' feedback 112 people with disabilities found a job using the platform in 2013. More than 1,000 Human Resource (HR) employees are annually trained to understand and value disability in the workplace, and partnerships have been established with large companies to implement inclusion and diversity management strategies, including with McDonald's to create 300 jobs for disabled people across Austria. A survey conducted by Career Moves in 2013 with 250 CEOs and HR representatives found that 83% of interviewees considered employing people with disability as an added value for their companies and would recommend colleagues from other companies to hire disabled people. Career Moves has also placed around 400 news articles about the initiative in public media outlets since 2009.

Caren

(Caren)

<http://www.carenzorgt.nl>

Netherlands

General Data

Type of the Initiative

Service

Category of service

Integrated care

Education and training, Social care, Social inclusion/participation, Integrated care

Summary of the Initiative

'Caren' is a Dutch ICT-enabled initiative consisting of a personal healthcare portal aimed at supporting informal and formal carers in their service provision. The technological component has been developed by the NEDAP provider of technology and the service delivery is done free-of-charge. The ICT component of the initiative consists of an online portal for carers or family members, even patients, which can be used as a tool to (self) organize the care services needed or for the actual carers involved, to organize their work better by connecting with patients, medical staff and family members, through their online account. Patients can ask for support in certain situations via the portal and their account. All inputs are recorded and made available online for anyone involved in the care so that carers can coordinate when taking care of someone. The system allows to open an account, provides users with notifications, by email or sms, post message, events and a list of care providers. The tool acts also like an-online medical record for users. Since the application is addressing primarily formal and informal carers it is presumably addressing the segment composed of older people, either patients or people with certain conditions that require constant care. Although the initiative is not specifically tailored for the older population, currently many of their final beneficiaries are represented by this target group. The main carer and the other family carers and formal carers can manage the shared calendar that is available on-line. Caren also allows communication among carers that can organise the care directly without using other devices such as mobile or telephone. The ICT component of the initiative is contributing to a disruptive type of ICT innovation, since the services delivered by this means would not be otherwise possible. The Initiative is a need driven one, in the context of the Dutch ageing society but also in the framework of recent budget cuts. The ICT component enables formal and informal carers, even patients and families to empower themselves and become actively involved in designing and managing their care programme. In this sense the users are entering in an open process of co-creation of services. The initiative is based on public-private-third sector partnerships, therefore it is possible through an inter-sectoral level of integration of services.

So far Caren managed to become connected to a large number of care providers and carers, having more than 26.000 unique users. The initiative is providing an online platform for coordinating care, by enabling informal carers, family members and friends to share information and plan the caring tasks required by a citizen and his or her personal network. In almost 5 years since its inception it served 25.000 users. 'Caren Zorg' is investing in people in critical moments when they require care and overall, with the help of ICTs, it increases the quality of life of informal and formal carers and their patients, it fosters cost savings for private and public care organisations and it

	improves access and take up of care services in the Dutch society.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Investing in people
Policy objectives of the SIP: Service provision	Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / independent living, AHA / formal and informal carers

Users & actors	
Target users	Elderly, Families, Parents, Third/volunteer sector, Patients, Paid assistants, Formal carers
Intermediary actors	Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>From the perspective of active inclusion and improving access and take up of services, the initiative is providing an online platform for coordinating care, by enabling informal carers, family members and friends to share information and plan the caring tasks required by a citizen and his or her personal network. In almost 5 years since its inception it served 25.000 users.</p> <p>A 2014 Dutch study undertaken by the Quality Institute of Dutch Municipalities (KING) on 'Guide to Self-reliance and ICT: Digital inventory Informal care services and the potential of Big Data and Open Data' ('Handreiking Zelfredzaamheid en ICT: inventarisatie Digitale Informele Zorgdiensten en de potentie van Big Data en Open data' -page 30) proves that Caren contributed to enhancing the reliability of care through improved communication. Moreover, institutionalized care facilities report that this type of online care service leads to a decrease in the number of visits and phone calls to the municipal institutionalised facilities. At the macro level, Caren aims to create an impact on the public spending for health by reducing the cost of home care and hospitalisation.</p> <p>At present, Caren has 25,000 unique users. This is about 10% of all clients using healthcare services in the Netherlands. The majority of users are using the tool daily or</p>

weekly. A network has an average size of 3 to 4 people, but there are cases where there are 15 people involved in a case. The fact that healthcare institutions can use the application by linking the account of the users to the one of the care givers is another advantage provided by the initiative. Within Caren the user decides with whom to share information. Additionally, the users can share their biography, with space for personal characteristics such as gender and date of birth and other medical history information. These are used to explain certain usage patterns, all of this within the bounds of the privacy legislation.

Central Information for Social Development

(Központi Szociális információs fejlesztések)

<http://www.szocialisportal.hu/>

Hungary

General Data	
Type of the Initiative	Service
Category of service	Social assistance Childcare, Social care
Summary of the Initiative	<p>The 'Central Information for Social Development' Portal is an initiative belonging to the Hungarian Government and funded with the support of the European Social Fund and it aims to modernize the functioning of the social sector in Hungary by developing e-services for decision-making in the field. The initiative is active mostly in the field of childcare and social care and it introduces a portal linked to electronic filling-in of the registration and administration services, cooperative institutional and administrative capacity, and a modern publishing tool for grants and projects.</p> <p>The Social Sector Portal plays a fundamental role in facilitating access to information, documentation and funding opportunities for social reform in Hungary both for public and for the professional communities.</p> <p>The ICT component of the initiative consists in an online platform for coordination, resource allocation, information and financing of activities related to childcare service provision. The platform also allows electronic submission of official documents and enables an information and communication platform for social actors (public and private, third sector) and for stakeholders (managing authorities, ministries, municipalities, etc.).</p> <p>The social innovation potential of the ICT is disruptive, providing a new way of service delivery which would not be possible without the help of ICTs. The Portal establishes a fundamental change in the relationship between stakeholders because it replaces paper, personalized services with e-services, bringing forward gains in transparency, efficiency and effectiveness.</p> <p>From the perspective of improving access and take up of services, the social innovation component of the initiative contributes to establishing a new modus operandi for social actors in the field of childcare and social assistance. The initiative is pervasively integrated in terms of service delivery since it manages to enable a collaborative working platform for private, public and third sector stakeholders. The service delivery mechanisms became more automated via the portal and the enabled e-services allow the maximisation of public value creation.</p>
Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection
Policy objectives of the SIP: Service provision	Productivity, Access & take-up

Policy objectives of the SIP: Beneficiaries	Children / Early childhood ed. & care
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Users & actors	
Target users	Prenatal, 0-5, 6-12
Intermediary actors	Youth workers, Social assistants, Social workers, Volunteers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Pervasive

Outcomes	
Main benefits delivered	The website of the initiative reports that the development of the new IT systems in the field of childcare and child protection has led to facilitate the interoperability of the data management systems for social and child welfare and child protection, and that the efficiency of the service delivery is significantly improved. The introduction and the easy to use data management system and the Portal for social and child welfare has significantly improved the efficiency, broadened the exchanges of information between social actors, and improved the provision of services by various types of operators in the field of childcare.

Circle

(Circle)

<http://www.circlecentral.com/> ; <http://www.innovage.group.shef.ac.uk/innovation-details.html?id=52&query=JmFuZG9yPU9SJmNvdW50cnlfb3BlcmF0aW9uPTE5MyZwYWdlPTEmb2Zmc2V0PTU=&page=1> ; <http://www.participle.net/projects/view/5/101/> ; <http://youngfoundation.org/wp-content/uploads/2012/10/Study-on-Social-Innovation-for-the-Bureau-of-European-Policy-Advisors-March-2010.pdf>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Education and training, Social assistance, Social care, Integrated care, Prevention, health promotion and rehabilitation

Summary of the Initiative

Circle is a membership-based service open to anyone over the age of 50, supporting individuals and communities to lead the lives they want to lead by supporting their Members across four areas of their lives: (i) social activity, (ii) life's practical tasks, (iii) tailored learning, and (iv) appropriate health and wellbeing services. Circle Members pay a low monthly subscription fee, typically (£30), which encourages a feeling of ownership over the service, and fees can be offset by helping other members. Members then participate in a variety of monthly social and learning events, where they connect with people that share their interests (e.g. trips away, pub lunches, coffee, workshops, guided tours, exhibition and gallery visits). Members can also reach out for practical help in and around the home, delivered by trustworthy local helpers called Neighbourhood Helpers - who provide services including technology support, life admin, and DIY. Circles also offer support packages for members with greater health needs. Members shape the Circle service by expressing their needs, wants, and hopes, and contributing their time and energy. In this way, Circle creates a network where people can be each other's solutions. The service is powered by the non-profit social enterprise Participle in collaboration with the local borough authorities.

Social innovation: Circles are need-driven and outcome-orientated innovations, intended to meet the needs of older people in the UK for sustainable, appropriate, and cost-effective social inclusion/participation services. Circles rely on an open process of co-creation and collaborative innovation networks, with older people (end users), local authorities, volunteers, paid assistants, and service providers actively engaged in the development, implementation, and adoption of social inclusion/participation services in their local area.

ICT-enabled innovation potential: Circles are disruptive/transformational innovations, with ICT enabling the creation of new social inclusion/participation services in several ways. All of the Circle technology services are managed by the non-government organisation Participle through a bespoke online ICT management system, which enables a local Circle to manage their database of new/existing Circle members, and match them up with appropriate and vetted volunteers, helpers, and service providers. In addition, members contact their Circle online via their website in order to request support, book themselves onto a learning or social event, or suggest new ideas or services for themselves and their wider Circle community.

Levels of governance of service integration: Circles are inter-sectorally integrated,

	<p>collaborating between the social enterprise Participle and local borough authorities to deliver their social inclusion/participation services.</p> <p>Types of service integration: the main type of service integration is funding, with local government authorities providing the funding for Participle to launch the Circle initiatives through operational offices and teams embedded in their local communities. London was the initial test area for Circles, with the first Circle developed and launched in the London Borough of Southwark in 2009, and the second Circle in Hammersmith and Fulham in 2010. With the backing of and investment from the Cabinet Office, Circle entered into a region-wide trial. Circles were launched in Southwark, Hammersmith and Fulham, Suffolk, Nottingham, Rochdale, Havering, and Kensington and Chelsea. In March 2014, London CIC ceased trading due to lack of revenue and funding (see http://www.theguardian.com/society/2014/apr/24/london-elderly-scheme-closure-care-gap-crisis), leading to the closure of all but 2 Circles in Nottingham and Rochdale that continue to run.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, Social inclusion

Users & actors	
Target users	Elderly
Intermediary actors	Social assistants, Social workers, Volunteers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	Southwark Circle CIC conducted an in-depth evaluation of its outcomes and impacts from 2009-2010. The report measures the impact of Southwark Circle in monetary terms through a cost-saving model that measures 3 types of cost savings: (i) Actual Savings (Council and Health); (ii) Preventative Savings; and (iii) Better Value. On this basis they calculate an estimate of £275,000 in total cost savings for Southwark

Council in the first year of operation (2009-10), with cost savings expected to rise exponentially over future years as Circle membership numbers and Neighbourhood Member numbers increase. These cost savings include: £85,000 savings in delivery of home maintenance, gardening, and other domestic odd jobs; £58,500 savings due to self-arranged social activity instead of day-care centre services; £18,000 in home care costs saved; and 10% of Neighbourhood Helpers who have moved into full-time work as a result of the structured commitment, confidence boost and inclusive nature of their participation in the Circle initiative as Neighbourhood Helpers.

In terms of promoting social inclusion of elderly people, nearly 2/3 of Circles members established new connections and increased their knowledge and skills by taking part to the over 3,039 social events organised as part of the initiative.

Citizen's Spots

(Espaços do Cidadão)

https://www.portaldocidadao.pt/web/lojas-edc/home?p_p_id=141_INSTANCE_Wnl0Fr5WgJyP&p_p_lifecycle=0&p_p_state=normal&p_p_mode=view&p_p_col_pos=1&p_p_col_count=2&p_r_p_564233524_resetCur=true&p_r_p_564233524_tag=visualizar+todos

Portugal

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Education and training, Social assistance, Social inclusion/participation

Summary of the Initiative

The Citizen's Spots initiative is an ICT-enabled inclusive e-government initiative launched by the Portuguese government in March 2014, under the motto "Open Administration + Simple + Close". The Citizen's Spots service builds on the Citizen's Shops (Loja do Cidadão) initiative launched in 1999, and consists of an additional network of 301 Citizen's Shops (as of August 2015) - "one-stop-shops" for accessing up to 170 different public services including Citizen Cards, social security services (employment services, social housing, healthcare, and pensions) and a multitude of other documents and registrations required by Portuguese citizens. The Citizen's Spots are physically located in municipal town halls and post offices in small cities, with a minimum of two public access points (ICT-enabled). They are staffed by qualified public officers who help citizens to access and use available e-public services, with a view of teaching and empowering citizens to access and use e-services on their own. The Citizen's Spots service enables increased take-up of e-services by citizens at risk of digital exclusion, working as a physical and inclusive interface for the online Citizen's Portal (Portal do Cidadao) where citizens can access public services online. Citizen's Spots are coordinated by the national Agency for Administrative Modernisation (Agência para a Modernização Administrativa, AMA), and are implemented at local level with the close collaboration of municipalities, which allows for simplification and integration of public services across these levels of government (intergovernmental integration).

The Citizen's Spots initiative is a need-driven and outcome-orientated initiative, addressing the need for more inclusive and efficient e-government services for Portuguese citizens. The initiative is also generating public value by addressing the needs of citizens at risk of digital exclusion by providing them with locations to access public e-government services, as well as empowering them through teaching and assistance to use these public services independently.

In terms of ICT-enabled innovation potential the Citizen's Spots initiative is a sustained initiative as it uses ICT in the form of computer terminals, internet access, and an online e-government portal to provide public services to citizens who would otherwise be unable or less able to access these services due to lack of skills or internet-access. Citizen's Spots operate through inter-governmental integration, with collaboration within and across government at the local and national levels. The Citizen's Spots are integrated across all service functions, as funding, administrative, organisational, and delivery functions occur in collaboration between local and national government,

	municipalities, town halls, and CTT - the national postal service in Portugal.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	General, Low-skilled, Other (people at risk of digital exclusion)
Intermediary actors	Trainers, Other (civil servants)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>As of August 2015, there are 301 Citizen Spots operating across Portugal, with 550 local municipalities which already registered their interest in setting up a Citizen Spot. The main benefits of the Citizen Spots for citizens are twofold. One the one hand, relating to increased access and take up of services, there are 170 public services which can be accessed digitally and online from a single access point - from the renewal of driving license to housing or employment benefits, with the number of public services available through Citizen Spots set to increase to 200 by the end of 2015. This increased access is particularly important for citizens from isolated and rural areas where broadband is not yet widespread, or for people who have difficulties using/understanding these ICT-enabled services. On the other hand, in terms of social inclusion, trained Citizen's Spots staff teach citizens how to use e-services on their own, so that next time they will be able to access them directly through the internet, which provides an additional education and training outcome to the Citizen Spots service. So far, the Citizen's Spot initiative has provided over 100,000 services to citizens since its launch in March 2014 and this number continues to grow. Surveys conducted with service users show very high levels of appreciation.</p>

City of Malmo - citizens engagement strategy

(City of Malmo - citizens engagement strategy)

<http://xn--malm-8qa.se/>

Sweden

General Data	
Type of the Initiative	System
Category of service	<p>Civic engagement</p> <p>Social inclusion/participation, Civic engagement</p>
Summary of the Initiative	<p>Malmö is the third largest city in Sweden and is characterised by a post-industrial economy and very high rates of immigration: within its 300.000 citizens more than 170 countries are represented, and nearly the 30% of the local population is born abroad. In addition, Malmö is characterised by a very young population: 48 per cent of the city inhabitants are under 35. Citizens involvement has become a policy imperative for the city since 1995, when a decentralization process occurred, leading to the creation of a network of local areas of political responsibility governing along with the central municipal authority. Methods to engage citizens in both the policy-making and policy-evaluation process are very diverse and include both on-line and off-line activities. An e-panel of 1600 citizens (malmöpanelen) is constantly consulted by local policy makers on the most diverse issues, an e-petition system (malmöinitiativet) was established in 2008, and more than 200 e-petitions have been collected since then. The Hallo project allowed to collect more than 5800 proposals to bring positive change within the district area, while MeetingPlace targeted teenagers and vulnerable groups to make them more involved in city-life and better understand their needs. In addition, the city website (http://malmo.se/English.html) makes available all the information relating all the citizen-centric initiatives occurring in the city, as well as available social services. The system of citizens engagement initiatives put forward by the city of Malmo, whilst presenting only moderate levels of ICT innovation (all the initiatives fall in the "sustained/organisational" category of ICT enabled innovation potential), presents very high levels of social innovation. All the initiatives aim at involving citizens (i.e. service users) into the design, delivery and evaluation of services, leading to a fundamental change in the relationship between stakeholders (which is particularly interesting in a context where party policy has always been dominant over participative policy), with citizens, and particularly groups at risk of exclusion such as children, young people and immigrants, becoming more and more active in the decisional process. All together, the process is creating public value, enhancing communication and trust between citizens and the public administration and leading to a more cohesed society. Concerning levels of governance of service integration, whilst the different initiatives involve citizens and civil society organisations in the design and delivery of services, the input is mainly intra-governmental, with the City Council leading in partnership with the 5 city district areas representative bodies. As for types of service integration, the initiatives are integrated at both funding (with the national government), administrative (with decentralisation of responsibilities at the local level and inter-sectoral planning), organisational (with inter-agency planning and jointly managed programmes) and at delivery level, with citizens and civil society organisations involved.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	General, 13-19, 20-24, 25-29, 30-34, Adults, Elderly, Migrants
Intermediary actors	Other (Civil servants)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Intra-governmental

Outcomes	
Main benefits delivered	<p>Malmo is often quoted as a best practice in social innovation circles, and many successful cases in which citizens and civil society organisations actively participated into the design and delivery of innovative welfare services are known. Since 1995, several citizens' engagement initiatives - including examples of co-design, co-delivery and co-evaluation of services - have been implemented, for example the Hallo project - which allowed to collect and co-implement more than 5800 proposals to bring positive change within each district areas - and Meeting Place - which targeted teenagers and vulnerable groups to make them more involved in city-life and better understand their needs. Since 2001, a system of quality management involving users has been implemented in every service area (childcare, primary school, elderly care, social benefits, youth work), leading to a remarkable improvement of services. Benefits (including in terms of increased participation to the city political and social life, increased well-being and perceived security of citizens, increased integration of migrants, young people and elderly people) have been documented in a series of studies and internal evaluations. However, concerning e-participation initiatives, results are mixed. With reference to "Malmöinitiativet", the city e-petition system launched in 2008, whilst the tool was successful in catalysing citizens attention (more than 200 e-petitions and 5.500 initiatives were presented in the first 16 months since the launch), scarce follow-up from policy makers caused a progressive disenchantment with the process, with proposals decreasing from around 90 per month to around 10 per month.</p>

The initiative was assessed in 2010 (Åström & Sedelius, 2010) including through the subadministration of questionnaires to users, and researchers concluded that the local authority had difficulties handling input from citizens. More in detail, whilst citizens took for granted that their proposals would have been followed-up by policy-makers, policy-makers refused to give a formal response to the proposals received, and only a very small share of input submitted was discussed by the Council. More than 80% of respondents “expected the politicians to read the petition”, and more than 70% expected feedback on the handling of the petition and that the relevant committees and / or the council would be informed" whilst only 13% of petitioners did receive a feedback from the public administration. However, the initiative succeeded in pointing both citizens and policy-makers' attention towards the importance of direct democracy: as a result, an e-panel of 1600 citizens (malmöpanelen) has been created and is now constantly consulted by local policy makers concerning all new proposals: this has contributed to increase citizens' trust in the PA responsivenesses and to re-launch the Malmöinitiativet.

CoderDojo

(CoderDojo)

<https://coderdojo.com/>

Ireland

General Data

Type of the Initiative

Service

Category of service

Education and training

Education and training, Employability, Social inclusion/participation

Summary of the Initiative

CoderDojo is a global network of free computer programming clubs for young people aged 7 to 17. The first CoderDojo was created by James Whelton and Bill Liao in June 2011 in the National Software Centre in Cork, Ireland, and the second was launched soon after in Google's Montevetro building in Dublin, Ireland. Today more than 720 CoderDojo clubs in 57 countries are teaching children how to code and collaborate with each other to create websites, apps, games, and videos. CoderDojo is operating under the guidance of the CoderDojo Foundation - a registered charity in Ireland - which is in charge of both providing resources and community development, and scaling CoderDojo through partnerships and by creating awareness globally. The mission of CoderDojo goes beyond offering valuable knowledge and skills to young people, by facilitating integration, community building, gender equality, and raising awareness about the power of ICT to achieve social impact. In many cases the projects made by CoderDojo youth have a social mission such as anti-bullying websites, or tools for reducing carbon footprints. CoderDojos are run by volunteer organisers who are in charge of setting up, running, and maintaining a Dojo, including bringing together mentors and supporters and finding a suitable venue. Through Kata - the open online forum for the CoderDojo community - learning resources, open software and hardware, and guidelines are made available and continuously improved. Additionally, a series of partnerships with large companies (Google, Microsoft, Barclays and IBM) have allowed CoderDojo organisers and mentors to access licenced technology, know-how and venues for free. CoderDojo has also secured 100,000 Euros of funding to develop a full CoderDojo Community Platform to be launched by end 2015, which will enable online social networking between students, teachers, mentors, and organisers. In terms of documented/proven benefits, 'global impact statistics' from CoderDojo's 2014 annual report document that the number of young people (aged 7-17) positively impacted by the CoderDojo initiative has increased 132% in one year from 10,415 in 2013 to 24,120 young people in 2014, relying on a network of 720 organisers and thousands of volunteers, including about 4,000 mentors.

CoderDojo is a need-drive and outcome-oriented initiative, intended to meet the need for ICT-led coding education/training among young people around the world.

CoderDojo uses an open process of co-creation, as young learners (7-17 years), teachers, mentors, organisers, and supporting organisations are collaborating to develop, implement, and adopt the CoderDojo education/training initiative. CoderDojo's social mission is also creating public value, as young learners are encouraged to apply their skills and training to socially-oriented problem solving and community building and not purely monetary gains.

CoderDojo is a disruptive/transformational innovation, using ICTs (computer coding,

	<p>software, hardware, online platforms, social media) to initiate education/training services on coding that empower young people in ways that would be impossible through non-ICT modes.</p> <p>CoderDojo is an inter-sectorally integrated initiative, which is operated by the CoderDojo charity headquartered in Ireland, with support from a range of private and third sector funders (e.g. O'Sullivan Foundation, Salesforce, Microsoft), pro bono partners (e.g. Deloitte, Amazon, Webfactory), alliance partners (e.g. Ashoka, Codeweek, eSkills for Jobs, Apps for Good), and community supporters (e.g. Raspberry Pi, Autodesk, Digiweb). CoderDojo is also integrated with government services at the level of funding, having received community grants from the Irish government's Enterprise Ireland.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	6-12, 13-19
Intermediary actors	Volunteers, Teachers, Trainers, Other (Parents)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>CoderDojo is contributing to SIP policy objectives of increasing the sustainability, cost-effectiveness, take-up, and quality of education/training and inclusion services for young people. CoderDojo teaches young people (aged 7-17) how to code in a safe, informal, and creative setting, encouraging collaboration and a socially innovative use of ICT technologies.</p> <p>The CoderDojo network has been growing steadily, and counts today 720 certified CoderDojos operating across 57 countries. In terms of proven/documentated benefits in increasing access/take-up and productivity of education/training services, 'global</p>

impact statistics' from CoderDojo's 2014 annual report documents that the number of young people reached by the CoderDojo initiative has increased 132% in one year from 10,415 in 2013 to 24,120 in 2014.

In terms of service quality and sustainability, CoderDojo's Annual Survey Results (2014) show that a high proportion of Dojo attendees are repeat attendees who go back for more than one session, with 10% of Dojos reporting all repeat attendees, 40% Dojos with 75-90% repeat attendees, 25% Dojos with 50-75% repeat attendees, 15% dojos with 25-50% repeat attendees, 7% Dojos with 10-20% repeat attendees, and 3% of Dojos with less than 10% repeat attendees. Dojos are also a source of innovative projects, as demonstrated by the success of the annual CoderDojo competition, which displayed 20 projects in 2012, 64 in 2013, 283 in 2014 and 500 in 2015. In November 2011, 12-year-old Harr Moran, member of CoderDojo Cork, debuted on the Apple online app store charts, beating both Angry Birds and a release from Call of Duty in terms of number of downloads.

One of the main strength of the Corder Dojo network has been the ability to establish effective partnerships with large companies: tech giants like IBM and Microsoft are volunteering their employees' time and licensed software to sustain local dojos and create new dojos, and Barclays bank has recently announced that Dojos will be created across its 1500-strong branch network all across the UK. Even if it is difficult to understand the macro-economic impact achieved by CoderDojo, both the public and private sectors have shown a keen interest in supporting and promoting the CoderDojo initiative, which is contributing to enhance young people's skills and employability in a strategic sector at basically no cost - most coderdojos are totally sponsored by organisers and mentors, with small contributions from parents for insurance costs and refreshments.

Comet

(Cometa)

<http://www.puntocometa.org/>

Italy

General Data

Type of the Initiative

Service

Category of service

Social assistance

Childcare, Education and training, Social housing, Employability, Employment, Social inclusion/participation, Civic engagement

Summary of the Initiative

Cometa is an Italian organisation created in 1987 in Como (Italy) by a network of families committed to foster and educate children and young people in distress and to support their families. The organisation brings together families with children in temporary custody, and since 2003 has developed a broad range of services in collaboration with public social services to offer support, education and training to children and young people aged 0-25, their families and their foster families. Courses are provided to potential foster parents to prepare them for the experience and challenges ahead. A day centre for children in foster care has been created where they can do their homework as well as cultural and sport activities after school: 139 students (39 of them immigrants) attended the Centre in 2014. The Centre is instrumental in reducing school drop-outs, improving children's educational attainments: 94% of children attending the centre successfully complete education. Services have been set up for children and young people with learning disabilities, where a multi-disciplinary team including healthcare professionals, communication specialists and speech therapists offer personalised help to each child in order to facilitate his/her education path. Since 2009 a school has been providing vocational training courses (on carpentry, textile design and hospitality) for young people of compulsory school age and customised technical training to prepare them to enter the job market as well as professional training courses for unemployed people. Thanks to the method developed by Cometa and a network including more than 400 enterprises, all students receive targeted, first class education: in 2013-2014, 68.2% of them found a job or entered further education (approximately 10%) after completion of courses.

The initiative presents disruptive levels of ICT innovation: beyond the internal IT data management system which allows to efficiently store and use data about all the children in temporary care, their natural and foster families and all the partners of the Institutions (more than 450 enterprises; main relevant public bodies (including Regione Lombardia, Comune di Como and more than 15 public schools); several third sector organisations in Italy and at international level), ICT is playing a fundamental role in all the education&training activities promoted by Cometa. The School's digital lab allows students to learn how to use ICT (auto CAD 2D, CAD 3 D, 3D printing) to produce manufacturing goods, including combinations with the more traditional art and craft techniques. All students are provided with tablets instead of books, and actively contribute to create their textbooks together with teachers. The Moodle platform, launched in 2015, allows both to train teachers and to promote communication and collaboration between teachers for the preparation of didactic programmes, and between teachers and students for the management of students projects. At social

	<p>innovation level the initiative is creating public value by sustaining public social services in the delicate mission of helping children with a very disadvantaged background to grow within caring foster families, supported by a network of professionals and volunteers who provide them with all-round services from their early-childhood until they are fully independent. From the point of view of the integration of services, Cometa is fully integrated (at funding, organisational and delivery level) with the regional public social care services, and personalised plans for each child in temporary care are prepared by members of the associations together with social workers. In addition partnerships are in place with both public and private organisations to deliver health, social and education services to beneficiaries from childhood to adulthood.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Social inclusion, Children / Early childhood ed. & care

Users & actors	
Target users	0-5, 6-12, 13-19, 20-24, 25-29, 30-34, Families
Intermediary actors	Youth workers, Social assistants, Social workers, Volunteers, Teachers, Trainers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The impact achieved by Cometa on children staying with their original families, foster families, and the wider community in Como has been very positive. It is possible to identify four “areas of impact” of the Cometa network (last updated data from Sustainability Report 2014):</p> <ul style="list-style-type: none"> - Social assistance in fostering: care of 96 children, fostered in the network including 60 families living in Lombardy, with very high levels of satisfactions registered for both children and their families; - Drop-out prevention: the daily centre, in 2014, took care of 139 children and kids,

94% of them successfully completed his/her educational level at the end of the year; during the summer holidays, 347 children have been involved in a daily summer camp.

- Education and training: more than 300 kids (14-21) attend the educational activities of the school; 68.2% of them found a job or entered further education (approximately 10%) after completion of courses.
- Social inclusion, in particular in terms of:
 1. Ethnic minorities: 9% of students attending the vocational school and 28% of children in the daily centre are immigrants or live in families of immigrants. This is a very important service offered to both the kids and the families: it is an opportunity for the social inclusion of kids and children, as well as for their families; parents can get a job and work while their children receive care during the day (with an indirect impact on the level of migrants remittances); it is, eventually, a great opportunity for students to increase their skills and, after the school, to find a job and become independent.
 2. People with disabilities: in 2014, almost 32% of students in the school suffered from physical or mental disabilities, learning disorders or were at risk of drop-out.

Furthermore:

- From the perspective of the public system of social services, Cometa's activities led not only to better services for foster children and their families, but also to cost-savings, as several services offered by the association are provided without financial contributions from the public sector.
- From the perspective of civic engagement Cometa can rely on a network of 200 volunteers and 400 enterprise partners.

Coordinating Care for Older People

(Coordination Personnes Agées)

[http://interlinks.euro.centre.org/model/example/CoordinatingCareForOlderPeopleCOPA :](http://interlinks.euro.centre.org/model/example/CoordinatingCareForOlderPeopleCOPA;)
<http://www.biomedcentral.com/1471-2296/14/3/table/T2>

France

General Data	
Type of the Initiative	Service
Category of service	Integrated care Independent living, Prevention, health promotion and rehabilitation
Summary of the Initiative	<p>The COPA programme was set up within the 16th Paris Borough in France as a pilot programme promoted by the public health department of St Quentin University to improve elderly-care. It consists of two sub-programmes: the long term case management programme (LTCM) and the temporary case management care programme (TCMP). The objective of both programmes is to allow frail older people living in the community a longer but safer home stay while limiting hospitalisations via Accident and Emergency (A&E) departments. In addition, the programme aims at optimising hospital discharge, continuity of care and integration between health and social services and between public and private service providers. The initiative was successful in reducing hospitalisation rates, and particularly unplanned hospitalisations, as well as visits to the emergency room. Most importantly, the programme positively impacted both on the perceived well-being of elderly patients and on the productivity of carers.</p> <p>The COPA programme presents sustained levels of ICT innovation: a central activity database is maintained by the clinical administrators who record data related to both the health professionals' participation in the model (e.g. date of formal agreement as reported on a consent form) and the collaborative behaviour of the health and social care professionals during the care they provided to each patient (e.g. needs assessment process, individualized care plan development, phone contacts and multidisciplinary meetings), including in terms of interactions with other health-specialists. In addition, for the implementation of COPA's Collaborative Team Model, all the Primary Care Physicians (PCPs) and the nurses and social workers practicing in this borough of Paris - 175 PCPs and 59 nurses - were identified using a customised online professional directory. From a social innovation perspective, beyond addressing in a long-lasting manner a concrete social need, the initiative has been very successful in involving all the stakeholders (primary and secondary care professionals and social workers) in the design of the model, which translated into increased commitment of the practitioners involved from the beginning as well as in high take-up rates of the model by other professionals. Concerning levels of service integration, the initiative falls in the multi-sectorial category, as professional from both the private and third sector are involved in the delivery of services. Finally, integration is achieved at both funding, organisational, administrative and delivery level, thanks to a partnership between the public health department of saint Quentin Hospital and a non for profit consortium bringing together two community-based services, 1 private hospital and more than 50 self-employed health and care professionals.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living

Users & actors	
Target users	Elderly
Intermediary actors	Social assistants, Social workers, Formal carers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Weak
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The initiative achieved the following results:</p> <ul style="list-style-type: none"> - A decrease in hospitalisation rates and particularly in unplanned hospital admissions and in visits to the Emergency room (according to De Stampa and Al., 2014:"results show that the risk of having at least one unplanned hospital admission was lower in the intervention group after adjustment with Odd Ratio = 0.39; 95% confidence interval CI = 0.16–0.98 (...) patients in the intervention group were more likely to have had only planned hospital admissions (OR = 3.59, 95% CI = 1.02–12.70). There was a non-significant decrease in total hospital admissions in the intervention group (OR = 0.75, 95% CI = 0.36–1.58)"); - A significant increase of patients' quality of life in terms of perceived well-being, self-confidence, independency and decreased depression and isolation - Health and social professional involved stated that increased use of evidence based practice led to increased productivity and to an improvement of the quality of care provided.

Customer Relationship Management

(Customer Relationship Management)

<http://www.amicushorizon.org.uk/>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Social housing

Social assistance, Social inclusion/participation, Other (Financial inclusion)

Summary of the Initiative

AmicusHorizon (AH) is a social housing and services provider responsible for the management of 28,000 houses in London and the South of England. In 2013, AH integrated in its existing Customer Relationship Management (CRM) system the financial inclusion mobile app 1st Touch (www.1sttouch.com). AH's implementation of the 1st Touch mobile app for financial inclusion was strongly influenced by the entering into force of the Coalition Government welfare reform: AH officers needed an efficient way to help tenants navigate the reform and understand to what benefits they were entitled. The 1st Touch mobile app allows AH's financial inclusion officers to access anywhere and anytime all the relevant information concerning their social housing tenants, enabling them to identify customers who might struggle to pay their rent in advance, and to automatically schedule appointments to discuss possible solutions directly with these tenants. Potential solutions for social housing tenants include reviewing training opportunities for those keen to return to work, or identifying unclaimed benefits. In terms of impact, AH's CRM and 1st touch initiative has resulted in £1.7million of additional income for residents in benefits claimed, and a reduction of rent arrears from 3.71% to 3.39% in a year. In addition, the 1st Touch app has greatly contributed to raising both AH's financial inclusion officers' productivity (each officer is able to achieve two more visits a day) and AH's customer satisfaction rates.

AH's CRM initiative is a need-driven and outcome-oriented innovation, intended to meet the needs of social housing tenants for greater information, support, and financial inclusion in the context of the UK government's cuts in social housing benefits. AH's CRM initiative uses an open process of co-creation, as social housing tenants, financial inclusion officers, housing providers, and technology providers (1st Touch) collaborate to develop, implement, and adopt AH's financial inclusion service innovations.

AH's CRM is a disruptive/transformational ICT innovation, that integrates 1st Touch's mobile application with AH's Customer Relationship Management to create, store, and share relevant social housing data between tenants, financial officers, and AH's centrally managed database. Financial inclusion cases created in the CRM system are written into Microsoft Outlook as appointments. 1st Touch then polls Outlook for the appointment and then brings it into 1st Touch with all the specific case and relevant background information required. Once with the residents, the financial inclusion officers can then identify possible areas of help.

AH's CRM initiative is inter-sectorally integrated at the level of service delivery and funding, with AH relying on funding/delivery partnerships with a broad range of government and non-government stakeholders including: Local councils - social services, adult services, environmental health, housing, highways, benefits, leisure; Forums and other local partnerships; Police and fire services; MPs and councillors;

	Voluntary organisations, community projects and advice agencies; Other local organisations such as schools; funders and regulators such as the Homes and Communities agency; Partnering contractors (but not usually other contractors); and the National Housing Federation and other housing associations. The 1st Touch mobile app is designed and delivered by the private technology enterprise 1st Touch Ltd, a registered company based in the UK.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	Living in social housing
Intermediary actors	Social assistants, Other (Social housing employees (financial inclusion officers))

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	AmicusHorizon (AH) is contributing to the SIP policy objective of modernising social protection systems, by increasing the productivity, sustainability, take-up/access, cost-effectiveness, and quality of financial support services for social housing tenants in London and south east England. In terms of proven/documented benefits, AH's CRM and 1st touch initiative has resulted in £1.7million of additional income for AH's social housing residents in terms of increased housing benefits claimed, and a reduction of social housing tenant's rent arrears from 3.71% to 3.39% in a year. In addition, the 1st Touch app has greatly contributed to raising both AH's financial inclusion officers' productivity (each officer is able to achieve two more visits a day) and AH's customer satisfaction rates.

cyprus.gov.cy

(cyprus.gov.cy)

<http://www.cyprus.gov.cy/>

Cyprus

General Data

Type of the Initiative	Service
Category of service	Civic engagement Social care, Social inclusion/participation, Integrated care
Summary of the Initiative	<p>cyprus.gov.cy is the e-government web portal of the Republic of Cyprus, which was launched in 2001 and re-launched in 2006. Through the portal, citizens can access a wide range of government information and services via a single point of entry, based on the life-event cycle. Information and forms relating to most available public services is provided, including Services and Social Benefits, Public Assistance for Elderly and Disabled Persons, Special Education, Pre-school Education, Education, Youth and Employment, Rights Charters, Finding a Job, Drug Law Enforcement Unit, Housing Schemes, Child Adoption, Foster Family, Family Violence, School Bullying, Support line for children and teenagers. Since 2008, the Point of Single Contact is also connected to the portal, with a focus on business related e-services. In 2014, the Government Gateway Portal Ariadni was launched to enable users to access the available electronic services (eServices). The system aims to the full electronic completion of a service, by retrieving required information from the interconnected back-end systems, thus minimising or completely avoiding any bureaucratic procedures. At the moment, 33 eServices are provided, including online system for job and job vacancies search, Employer Services, Anonymous Submission of Complaint for the Violation of Labor Relations and access to the online Training Programmes of the Cyprus Productivity Center. Using the common reusable components of the platform, deployment of additional eServices is expected in the future.</p> <p>The initiative presents sustained levels of IT innovation, allowing citizens to access services and to make payments online based on the life-event cycle, without having to know to which department they should refer to. From a social innovation perspective, the platform permanently addresses a concrete need of citizens, in addition, particular attention has been paid to make the website accessible to people with sight impairment. The initiative falls in the intergovernmental category, and elements of integration are present at administrative, organisational and delivery level.</p>

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	General
Intermediary actors	Other (Public sector employees)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Weak
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>cyprus.gov.cy allows citizens to access on-line a wide range of government information and services via a single point of entry, based on the life-event cycle. The following benefits have been identified:</p> <ul style="list-style-type: none"> - From the point of view of improving access and take up of services, as well as quality of services, the portal scored well above the EU average on the “social security” category of the EU PSC evaluation framework: with quality and availability of information scoring 26% higher than the EU average, transactionality of e-Procedures 5% higher and usability 16% higher. Mystery shoppers were particularly satisfied with the assistance services, which were judged fast and effective. <p>Focus groups were conducted to prepare the EU “Cyprus Country Report PSC Cyprus Portal” involving both Cypriot and Greek users. Results for general usability and user satisfaction were encouraging for both groups, and all participants involved agreed that they would have used the portal again in the future.</p> <p>From the point of view of fostering social inclusion, several evaluation tools have been used to examine portal accessibility and the extent to which it was usable by people of all abilities and disabilities: results are very positive, with the portal over performing compared to the EU average.</p>

Dementia Friends

(Dementia Friends)

<https://www.dementiafriends.org.uk/>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Education and training, Civic engagement, Independent living

Summary of the Initiative

Dementia Friends is a national initiative launched in 2012 in the UK by the Alzheimer's Society and funded by the Cabinet Office and Department of Health, which aims to improve people's understanding of dementia and its effects, and ultimately create dementia-friendly communities within which people with dementia can live independently at home for longer and in greater comfort and security. The initiative is volunteer-led, with two main types of volunteers: (i) 'Dementia Friends' learn more about what it is like to live with dementia from an online tutorial video (ICT enabled) or face-to-face training session, and then turn that understanding into action, for example by visiting/helping people with dementia in their community, or informing others in their community about the Dementia Friends initiative; (ii) 'Dementia Friends Champions' are volunteers who encourage others to make a positive difference to people living with dementia in their community. They do this by giving them information about the personal impact of dementia, and what they can do to help. The programme has been particularly successful when sub-ministered to health and social workers.

The main benefits of Dementia Friends relate to active inclusion in the community and society for people with dementia. More than 60 Local Authorities have signed up to be Dementia Friends Communities, more than 10,000 people have been trained to become Dementia Friends Champions and dedicated an estimated 100,000 hours to running education/training and information sessions, reaching every area of their communities from supermarkets to hairdressers, banks to schools and enrolling over 1.2 million people in the UK as Dementia Friends, able to help their parents, friends, and customers suffering with dementia to feel more included. Large employers are also training their workforces to be Dementia Friends, illustrating buy-in from the corporate sector as well.

Dementia Friends is a need-driven and outcome-oriented initiative, intended to meet the needs of people with dementia in a long-lasting way. Dementia Friends uses an open process of co-creation and collaborative networks, with support for people with dementia delivered by voluntary networks of Dementia Friends Champions and Dementia Friends across communities in the UK.

Dementia Friends is a disruptive/transformational innovation, enabled by ICT in several ways: (i) volunteer registrations are processed and managed through Dementia Friends' website and central I.T. database; (ii) information and training for Dementia Friends is available as an online video; (iii) regular online webinars for Dementia Friends Champions help support them as they go out in to their communities and create Dementia Friends; (iv) Dementia Friends' online project blog has up-to-date news, information, and social media networks.

Dementia Friends is an inter-sectoral initiative, integrated at the funding level, with the

	€3.27 million project fully funded by the UK government's Social Fund and Department of Health, and administered, organised, and delivered independently by the Alzheimer's Society charity.
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	AHA / formal and informal carers, Social inclusion, Other (Facilitate inclusive 'dementia friendly' communities)

Users & actors

Target users	Mental disabilities, Other (People with dementia)
Intermediary actors	Volunteers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>The main documented/proven benefits of the Dementia Friends initiative relate to SIP policy objective of supporting social inclusion, supporting formal/informal carers of older people, and increasing the productivity, sustainability, access, and quality of services. A scientific evaluation of Dementia Friends operations in Scotland has shown: (i) a significant shift towards more positive and person-centred approaches to dementia by participants over the programme period; (ii) participants' perceptions about dementia being challenged and altered; and (iii) participants' feeling confident at the end of the programme about their ability to influence change in the workplace.</p> <p>In addition, the UK government is piloting a 'dementia friendly community' verification progress through tangible impacts. Under this scheme, the Dementia Action Alliance - that currently has 3,139 members and 169 local alliances - reported that 11,589 documented/reported actions were provided by the Dementia Friends initiative to date.</p>
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Digital Opportunity Trust

(Digital Opportunity Trust)

<http://www.dotrust.org/>

Canada, United Kingdom, Other (Ethiopia, Kenya, Lebanon, Mexico, Rwanda, Tanzania and Uganda)

General Data

Type of the Initiative

Service

Category of service

Education and training

Education and training, Employability, Employment, Social inclusion/participation

Summary of the Initiative

Digital Opportunity Trust's (DOT) mission is "to create global networks of talented, energetic young leaders who make real change by educating local communities to apply technology effectively to real life". In order to achieve this aim, DOT operates a model of peer-led education/training programmes, in which DOT trains young (21-29 years old) community leaders over an intensive 9-month period in facilitation, coaching, mentoring, technology, and communication skills, who are then placed in deprived communities they are familiar with, in order to deliver DOT programmes on technology, business/economics, and skills training. DOT's 3 core education/training programmes are:

- (i) ReachUp! - enables local young university and college graduates (DOT interns) to deliver technology, business and workforce readiness skills to their peers in deprived communities and to link them to microfinance and business development opportunities;
- (ii) StartUp! - Building on ReachUp enables DOT interns to become coaches and mentors for entrepreneurs based in deprived areas;
- (iii) TeachUp! places DOT interns in schools to help teachers bringing integrating technology into their classrooms. In this way, DOT's youth-led model mobilizes and activates young university and college graduates to train and coach their peers and neighbours in deprived communities to use ICT to start and develop their careers and entrepreneurial opportunities.

The main benefits achieved by DOT relate to the SIP policy objectives of implementing active inclusion strategies, and investing in individuals throughout their life, with a focus on empowerment, employability/employment, and social inclusion/participation. In 2014, 4,500 DOT interns have been trained to deliver technology, education, business, and leadership programmes among 800,000 members of their communities across 11 countries. 41% of DOT programmes participants declared that they were empowered through involvement in household decision making, 57% of participants felt that they are more involved in their community and have a stronger network of peers, and 63% of participants say their decisions have better results. 87% of DOT program participants increase their technology and business skills, and 73% report increased family income. 88% of DOT Interns find a job, create businesses, or carry on studying after completing their internship.

DOT is a need-driven and outcome-oriented initiative, intended to meet the need for greater education/training in technology, leadership, entrepreneurship, and work skills among deprived communities around the world. DOT uses an open process of co-creation, with graduates (DOT Interns), DOT teachers/trainers, community members, community organisations, and corporate partners collaborating to develop, implement, and adopt DOT's peer-led education/training initiative in 11 countries.

	<p>DOT is a disruptive/transformational innovation, that uses ICT to deliver distance learning courses for DOT interns and community members, creating new mechanisms for accessible learning in deprived communities.</p> <p>DOT is inter-sectorally integrated, with 39% of their annual revenue derived from government and public funds and 61% from private sector partnerships. DOT's administration and organisation functions are overseen by DOT's staff headquarters in Ottawa, Canada, with services delivered locally by DOT Interns and supported by local partner organisations in the UK, Kenya, Mexico, Ethiopia, Lebanon, Rwanda, Tanzania, Uganda, Jordan, China, Turkey, and Egypt.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	20-24, 25-29, 30-34, NEETs, Adults, Unemployed, Employed, Low-skilled, People in precarious work, Low-income, Small & micro enterprises, Social enterprise
Intermediary actors	Volunteers, Teachers, Trainers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The DOT initiative has contributed to SIP policy objectives of facilitating inclusive labour markets and supporting social inclusion/participation and employment/employability, by increasing the access/take-up, cost-effectiveness, and quality of education/training services among deprived communities around the world. In terms of proven/documented benefits, DOT's internal and external evaluations show that in 2014, 4,500 DOT interns have been trained to facilitate ICT, education and business education/training programmes among 800,000 members of their communities across 11 countries. Among Reachup! programme participants, 90% of participants have improved self-esteem and greater confidence, and 40% of</p>

participants find paying jobs, become entrepreneurs, or expand their business; 57% of participants feel that they are more involved in their community and have a stronger network of peers, and 63% of participants say their decisions have better results. Among Startup! programmes, 15 Interns in four countries have helped more than 700 entrepreneurs improve their technology and business skills. Since 2006, more than 1,700 TeachUp! Interns have empowered more than 22,600 teachers to integrate technology into classrooms in Brazil, Lebanon, the USA, and Mexico. Teachers in schools where TeachUp! is delivered are creating engaging learning environments for more than 670,000 students. 97% of teachers noted an increase in student excitement since the integrating technology into their lessons through the TeachUp! program, and 96% of teachers note a positive change in their students' acceleration of learning since the introduction of the program in their schools. In addition, the DOT initiative has had proven benefits for the employment/employability of DOT Interns who lead the education/training programmes. 97% of DOT Interns say they have very good technology, business, and workforce readiness skills and increased confidence after their experience with DOT; 90% of DOT Interns find jobs or start their own business thanks to the skills and experience they gained with DOT; and 82% of DOT Interns report that their income has increased thanks to the skills and experience they gained with DOT.

Dinst - reliable services at your home
(Dinst - betrouwbare diensten bij jij huis)

<https://www.dinst.nl/>

Netherlands

General Data	
Type of the Initiative	Service
Category of service	<p>Social care</p> <p>Social care, Employment, Social inclusion/participation, Independent living</p>
Summary of the Initiative	<p>Dinst is an ICT enabled platform provided by the collaborative efforts of a team of people interested in tackling the effects of cuts in the Dutch government public expenditure for home care, which until recently used to be subsidized for people with lower incomes. The platforms provides information about the availability of services and connects the supply and the demand online, while also ensuring that the service providers are screened by Dinst Quality - an independent organisation created to appraise potential service providers.</p> <p>The ICT enabled platform contributes to a transformative type of social innovation where a new type of service delivery is made possible with the use of technology. The initiative implies inter-sectoral integration of services between all the partners involved, at local and regional authorities level (e.g. local municipalities and care institutions), as well by partnerships with private care suppliers (e.g. Evita care) which has embedded Dinst in their service delivery. The service providers (such as the workers) are involved in co-creating the Dinst website content and videos about themselves and the services they deliver. Dinst model is based on integration of funding services, since the platform itself is provided on a voluntary basis, the services are made available based on a cost-effective membership fee for service providers and a convenient price for service users and some institutions started to subsidise Dinst services for their clients.</p> <p>The platform offers reliable information about all the services needed at home. The website guarantees transparency in the prices, ratings and it enables information and skills sharing in a community. Dinst is said to prevent also loneliness and to generate a feeling of safety at home when service providers enter their homes. Moreover, Dinst enables independent home care providers to be found more easily through its platform, especially for older people. Last but not least, through the help of the platform Dinst acts as a facilitator in employing service providers for home services, since the website is publishing information about the services provided.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Access & take-up, Cost-effectiveness
Policy objectives of the SIP: Beneficiaries	AHA / formal and informal carers, Social inclusion

Users & actors	
Target users	General, Elderly
Intermediary actors	Formal carers, Informal carers, Other (Service providers in general)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Weak
Types of service integration	Administrative
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>In terms of access and take up of service, 30.000 users joined the platform in less than 1 year.</p> <p>In terms of quality, a “quality mark” is awarded to service providers by Quality Dinst, an independent organisation set-up at this scope. This implies a thorough check of the quality, affordability and reliability of services offered, as well as verification of the identity and qualifications of service providers. In addition, all service providers are asked to submit a certificate of good conduct, which is granted by the government. This ensures that users have access to safe, professional services, tailored to their needs. After the initial check conducted by Quality Dinst, users feedback contributes to make the assessment process constant and continuous over time. Each beneficiary is required to fill in an online customer survey after using the service, which allows to rate and rank service providers in real-time. If a service provider is rated below 7/10, Dinst team starts an investigation, which might be concluded by a removal of the service provider from the platform.</p> <p>Based on the data provided through the online feedback system embedded into the platform, most users are satisfied with the service.</p> <p>The platform, by enabling the exchange of services between people in need of care and service providers, has also contributed to create employment for care service providers. Although it is a young initiative, Dinst has been recognized for its great social innovation potential and has been nominated for the Dutch Social Enterprise Award as the Innovation of the Year.</p>

Dot Dot Dot

(Dot Dot Dot)

<http://www.dotdotdotproperty.com/>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Social housing

Social housing

Summary of the Initiative

Dot Dot Dot is an innovative ICT-enabled social enterprise that provides low-rent social housing in London and the south east of England, by letting people who volunteer locally live as property guardians in buildings - and particularly local council buildings - that would otherwise be empty. Property guardians pay low rents of £45-70 per week, as well as committing to 16 hours of voluntary community/charitable work per month on initiatives such as litter picking, local farms, and gardening projects. The initiative is run by the social enterprise Dot Dot Dot, and supported by Nesta (non-government) and the Cabinet Office (government) in the UK, who oversee the participation and integration of the Dot Dot Dot initiative with local council's social housing stocks in London and other parts of south east England.

The initiative was successful in providing affordable social housing whilst increasing the value of properties and promoting community engagement.

Dot Dot Dot is a need-driven and outcome-orientated innovation, intended to meet the needs of social housing tenants, property owners, and communities in London and the south east of England. It uses an open process of collaborative innovation networks, whereby lower-income social housing tenants (end users), public/private property owners, and local communities participate in the provision of social housing and community development services. This has also brought about a fundamental change in the relationships between these stakeholders, who are forming new collaborative and mutually beneficial relationships through the Dot Dot Dot initiative. These new relationships are, in turn, (re)allocating public value by shifting empty social housing stocks into public value-generating resources for social housing tenants, owners, and local communities.

Dot Dot Dot is a disruptive/transformational innovation that uses ICT to initiate new social housing services. The initiative is enabled by a bespoke online platform that: (i) enables volunteers to register online with the Dot Dot Dot property guardian initiative; (ii) provides online information and listings of properties that are available for property guardians to live in; and (iii) lists and publicises volunteering opportunities and achievements among property guardians and the wider community online. The Dot Dot Dot initiative is further underpinned by a strong online and social media ecosystem (ICT enabled) that includes an active twitter handle and twitter feed that publicises volunteering opportunities/achievements and events online; an active Facebook page with 1,189 'likes' that publicises events, photos, and member connections; and a youtube channel that provides video information on guardian roles, experiences, and community events.

Levels of governance of service integration: Dot Dot Dot is inter-sectorally integrated, collaborating between local authorities (e.g. Bromley by Bow, London), government

	departments (e.g. Cabinet Office), housing associations, private property owners, local community organisations, non-profit organisations (e.g. NESTA), social housing residents, and social housing tenants/volunteers in London and south east England. Dot Dot Dot is integrated at the level of service delivery, with centralised information, referral, and resident (case) management underpinning their social housing and community development service delivery.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion, Other (Social housing)

Users & actors	
Target users	General, Low-income, Living in social housing
Intermediary actors	Volunteers, Other (Property owners ; local authorities)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The initiative positively impacts SIP policy objectives in relation to promote social inclusion in the field of social housing, whilst fostering civic engagement and improving both the quality and the cost-effectiveness of services.</p> <p>The main benefits of the Dot Dot Dot property guardians initiative are identified as: (i) Property guardians in the Dot Dot Dot initiative are provided with affordable social housing (£40-75/week) that are well below private rental market rates. Property guardian testimonials and interviews also identified the sense of security, freedom, pride, and ownership they felt for their properties, with guardians encouraged to paint, decorate, and renovate their properties to increase this sense of ownership and wellbeing while also upgrading the quality of these social housing stocks for the future; (ii) Property owners - mainly local council authorities but also some commercial/private landlords - are provided with reliable and trustworthy tenants who look after and</p>

upgrade their properties, reducing rates of inoccupancy, and increasing rental incomes for the social housing property owners; (iii) local communities and community organisations benefit from property guardians' volunteering their time/labour (16 hours per month) on local social projects (e.g. litter picking, gardening), which builds a sense of community and improves the social housing neighbourhoods involved in the initiative. Since 2012, Dot Dot Dot property guardians have contributed over 20,000 hours to charitable projects in London and the south east of England including the RNLI, Samaritans, The Big House Theatre Company, and Spitalfields City Farm. The Dot Dot Dot initiative has high potential for scalability and replicability, with the number of empty housing properties in the UK estimated at 700,000, with potential for property guardians to live in and contribute to these local communities on a national scale in the future.

dotHIV

(dotHIV)

<https://click4life.hiv/en>

Germany

General Data

Type of the Initiative

Service

Category of service

Civic engagement

Social inclusion/participation, Civic engagement

Summary of the Initiative

The dotHIV initiative is a website domain service, which was set up by the dotHIV social enterprise in Berlin, Germany, with the social purpose of helping to stop HIV/AIDS around the world, to fight discrimination against people suffering from HIV/AIDS and to help patients with a poor economic background to get access to the care they need. To achieve this aim, dotHIV focuses on 4 main goals: (i) Funds: .hiv website domains generate money which is used to support HIV organisations; (ii) Awareness: .hiv domains bring the topic of HIV back into people's minds; (iii) Fight the stigma: .hiv domains are a symbol of solidarity and support for people affected by HIV/AIDS; (iv) Network: .hiv domains are creating a topic-related online space and a global network of HIV organisations and activists.

In terms of IT innovation levels, the initiative falls in the radical category, as ICT is at the backbone of all the elements of the service provision and operation, and is radically changing the way various organisations, service providers and beneficiaries interact, allowing the creation of new innovative collaborations and funding models. The dotHIV social enterprise owns and operate a Top-Level Domain (.hiv) or 'online domain name system' as its main service infrastructure, which links web addresses to Internet Protocol (IP) addresses that allow people to set up web content or find and interact with it and maintain email addresses. Furthermore, dotHIV's fundraising model uses an online micro-donation system that operates exclusively through ICT as follows: when users buy a .hiv domain, they get an invitation email to sign up for the micro-donation program. Users have to log in to dotHIV's customer portal, set up an online "click counter", and then integrate this click counter feature in the settings of their website domain. An online analytics tool hosted on the Google Cloud App Engine delivers the click counter every time someone visits a .hiv domain that opted in to the program, and simultaneously counts the click. It does so for all .hiv domains in parallel and displays in real-time how many visits have been effectuated. One visit equals 1 cent Euro, which is donated from dotHIV to selected HIV/AIDS organisations and charities, so that the click counting directly translates into micro donations. dotHIV pay out the money at certain thresholds to organisations/charities, to make sure the receiving organisations get amounts they actually can work with. All this is coded using open source code, which is publicly available via dotHIV's github account: <https://github.com/dotHIV/> .

The initiative is a social innovation on different levels. It wants to meet the needs of HIV/AIDS infected people by raising funds for AIDS/HIV organisations and fighting against the stigmatization of this specific group. They realized their concept through close cooperation between different stakeholders from the public, private and third sector.

The initiative is intersectoral, and is integrated at the delivery level, as the Federal

	Ministry for Health (BMG), the Federal Ministry for Economic Cooperation and Development (BMZ), the World Health Organisation (WHO) and UNAIDS contributed with content-related inputs, in addition, elements of organizational integration can be found between various partners of the initiative.
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up
Policy objectives of the SIP: Beneficiaries	Social inclusion, Other (support HIV/AIDS infected people)

Users & actors

Target users	General, Small & micro enterprises, Social enterprise, Third/volunteer sector, Other (AIDS/HIV infected people)
Intermediary actors	Volunteers, Other (Citizens)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>Since 2001, dotHIV has achieved significant progress towards their main goals. From the point of view of cost-efficiency, the initiative in 2011, raised around 700.000€, which were then reinvested to fund HIV/AIDS related projects around the world. For instance, 37.000€ were donated to the initiative “We-ACT x for hope”, which supported families with HIV in Rwanda through the distribution of 150,000 boxes of locally produced soy product (SOSOMA) to under-nourished families affected by HIV/AIDS. The target is to raise around 10 million Euros for small-scale projects world-wide at the end of 2020.</p> <p>From the point of view of promoting social inclusion and civic engagement, since 2014, dotHIV obtained an international licence for the .hiv domain, as well as for the “digital red ribbon” concept, which is gathering global press and momentum. Google is supporting dotHIV with a cost-free server space. In the period from September 2014 to June 2015 they counted 160.000 active clicks on the dotHIV domains and had more than 4 million social media views on Facebook for the “Make your dot for .hiv”</p>
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campaign and 250.000 views on the impact video "a dot can change the world".

Dublin Region Homeless Executive
(Dublin Region Homeless Executive)

<http://www.homelessdublin.ie/>

Ireland

General Data

Type of the Initiative

System

Category of service

Social housing

Social assistance, Social housing

Summary of the Initiative

The Dublin Region Homeless Executive formally replaced the Homeless Agency in 2011. It is provided by the Dublin City Council as the lead statutory local authority in the response to homelessness in Dublin and adopts a shared service approach across South Dublin County Council, Fingal County Council and Dún Laoghaire- Rathdown County Council. The Dublin Region Homeless Executive (DRHE) is responsible for the planning, coordination and administration of funding in relation to the provision of quality services to people who are homeless in the Dublin area, and for the development of responses to prevent homelessness. It works in partnership with a range of voluntary and statutory agencies to implement the Homeless Action Plan Framework for Dublin 2014-2016.

The aim of the initiative is to:

- Prevent homelessness;
 - Eliminate the need for people to sleep rough
 - Reduce the length of time people experience homelessness to less than six months
 - Meet unmet housing need of people experiencing homelessness through an increase in housing options that delivers affordable, accessible housing with supports as required
 - Ensure the delivery of services for homeless people that meet their needs, produce the sought-after, person-centred outcomes required and can demonstrate their effectiveness through monitoring and reporting arrangements.
- DRHE developed a database called Pathways Accommodation and Support System, which can track the pathways of service users into, through and out of the homeless service system over time. The system can provide 'real time' information in terms of homeless presentation and bed occupancy across the Dublin region. Participants of the program reported:
- Less rough sleeping;
 - Better general health;
 - A decrease in their experience of everyday life problems related to the criminal justice system and their experience of daily discrimination;
 - An increased sense of personal autonomy and control over their living situation

In addition, DRHE has produced evidence that reveals the 'housing first' approach to be a cost-effective and efficient method of addressing homelessness amongst individuals with complex needs. Rather than getting people 'housing ready', the simple objective is to move individuals into permanent housing as quickly as possible with on-going, flexible support as long as needed.

DRHE is a need-driven/outcome-oriented production in which outcomes are intended

	to meet the needs of society or specific groups in society in a long lasting way and provides public value allocation and/or re-allocation. It is radical/transformational innovation providing substantial use of ICTs that takes place outside of the recognized institutional setting and aims to radically modify the existing mechanisms of services provision. The initiative is an inter-sectoral integration providing collaboration between government and service delivery providers in private or non-for-profit sectors.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	Homeless, Third/volunteer sector
Intermediary actors	Social assistants, Social workers, Volunteers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Proven statistics show that rough sleeper counts have been reduced. In April 2015, 105 individuals were confirmed as rough sleeper as opposed to the 168 reported in November 2014. According to the Dublin Region Homeless Executive there were 607 families in emergency accommodation in Dublin during August 2015. One means of reducing this number is by the use of modular housing. It can be built quickly and inexpensively to house homeless families temporarily. The University of Limerick is a partner with the Dublin Region Homeless Executive in a program evaluation for the Housing First Demonstration Project of Dublin City Council. A 3 year program has been developed evaluating the Dublin Housing First Demonstration Project. The work will involve both longitudinal quantitative survey research and qualitative interview, observation, and focus group techniques.</p> <p>DRHE has produced evidence that reveals the 'housing first' approach to be a cost-effective and efficient method of addressing homelessness amongst individuals with complex needs. Rather than getting people 'housing ready', the simple objective is to</p>

move individuals into permanent housing as quickly as possible with on-going, flexible supports for as long as needed. DRHE is in line with the Government's strategy to end long-term homelessness and limit stays in emergency accommodation by facilitating move-on to permanent solutions.

DYS 2.0

(DYS 2.0)

<http://www.dys2.org/index.php?lang=it>

Austria, Bulgaria, Cyprus, Czech Republic, Germany, Lithuania, United Kingdom

General Data	
Type of the Initiative	Service
Category of service	<p>Education and training</p> <p>Education and training, Employability, Social inclusion/participation</p>
Summary of the Initiative	<p>DYS 2.0 is an online education/training initiative for people across Europe with dyslexia, which consists of a web-based platform (www.dys2.org) that hosts 275 interactive learning games for people with dyslexia. The learning games are designed for young dyslexic adults (16-26), their parents, and trainers specialising in dyslexia. The main aim of the DYS 2.0 initiative is to support the development of vocational skills and work/life opportunities among young dyslexic adults, and to provide an accessible and effective resource for trainers, teachers, and parents of dyslexic people. The DYS 2.0 learning games are available online free of charge in 8 languages - English, German, Bulgarian, Greek, Czech, Lithuanian, Danish, Spanish - corresponding to the languages of the project partners involved. The learning games address seven areas of particular importance for vocational skills development: Auditory Discrimination, Auditory Memory, Auditory Sequence, Visual Discrimination, Visual Memory, Visual Sequence, and Spatial Position. The initiative started with the EC project EDYSGATE in 2008 and was completed by the EC project DYS 2.0 in 2011. The European consortium of DYS 2.0 consists of 9 non-government organisations (consultancies, associations and universities) operating in Austria (2) , Bulgaria, Czech Republic, Cyprus, Germany (2), Lithuania, and the UK, at a cost of €375,291 with €281,350 (75%) funded by the European Commission's GRUNDTVIG Programme. Although DYS 2.0's public funding ceased in 2011, the web-based platform and learning games remains fully operational and free of charge for users. The main benefits achieved by the DYS 2.0 initiative have been the increase in access, take-up, and quality of education/training services for young dyslexic adults across Europe, with 15,500 registered users on the platform, and positive feedback from users, trainers, teachers, and parents on the usability, accessibility, and usefulness of DYS 2.0's learning games. For these achievements, the learning games were awarded the Austrian State Prize in Multimedia 2008, and the World Summit Award 2009.</p> <p>Social innovation: DYS 2.0 is a need-driven and outcome oriented innovation, which aims to improve the access, take up, and quality of online education and training services for young people with dyslexia across Europe. DYS 2.0 also uses an open process of co-creation and collaborative innovation networks, as users, trainers, teachers, and parents of dyslexic people have provided feedback and inputs throughout the initiative's development.</p> <p>In terms of ICT-enabled innovation potential, DYS 2.0 is a disruptive/transformational innovation, which uses ICTs in the form of a web-based platform and online interactive learning games to create new mechanisms for delivering education/training services to dyslexic people that would not be possible through non-ICT modes.</p> <p>DYS 2.0 is integrated at the inter-sectoral level, as funding to implement the initiative</p>

	has been provided by the European Commission to a European consortium of 9 non-government organisations (consultancies, universities) operating in Austria (2) , Bulgaria, Czech Republic, Cyprus, Germany (2), Lithuania, and the UK.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	13-19, 20-24, 25-29, Mental disabilities, Other (People with dyslexia)
Intermediary actors	Teachers, Trainers, Informal carers, Other (Specialist dyslexia teachers/trainers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The benefits of the DYS 2.0 initiative for increasing the access and take-up of education/training services for young people with Dyslexia are documented in terms of DYS 2.0's registered user numbers, which has reached 15,500 total registered users (February 2015) and 700 regular monthly users, with 70% of all registered users made up of German-speaking pupils, students, and trainers from Germany and Austria, plus 30% from the UK, Lithuania, the Czech Republic, Bulgaria, and Cyprus.</p> <p>In addition to the benefits documented in terms of quantitative user numbers (increasing access and take-up of services), user feedback has also proven the benefits of the DYS 2.0 in qualitative terms of increasing the quality of education/training services for people with Dyslexia, with students and teachers providing positive feedback on the DYS 2.0 initiative's usability, accessibility, and usefulness from testing/piloting exercises and feedback questionnaires collected in 2010-2011.</p>

E-counselling in Slovenia

(Esvetovanje)

<https://esvetovanje.ess.gov.si/>

Slovenia

General Data

Type of the Initiative	Service
Category of service	Employment Education and training, Employability, Employment
Summary of the Initiative	<p>The purpose of E-counselling is to upgrade existing level and possibilities for guidance and career counselling free of charge, full and current with web guidance information, tools and interactivity between counsellor and user in guidance. The aim of the E-counselling web service is to assure faster and simple entrance to guidance tools for identification on vocational interest and to define employment and career aims. The main targets are skilled computer users who search for vocational and career guidance, employment place and information needed for independent search on employment. It is specially intended to unemployed to establish electronic link with counsellor through registration in the service. In this way the unemployed person can receive additional guidance tools and support from the guidance counsellor. The online services developed are: the 'eSvetovanje' web application, electronic curriculum vitae using the European Europass model, registration forms for online services. The e-counselling service is structured in 4 main modules: Self-assessment, Employment goals, Skills for finding job and the Labour market.</p> <p>E-counseling is listed in "Good practices in the use of ICT in providing guidance and counselling coordinator", a publication is supported by the European Union's Programme for Employment and Social Solidarity - PROGRESS (2007- 2013).</p>

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Cost-effectiveness, Quality, Care employment
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors

Target users	20-24, 25-29, 30-34, Unemployed, Employed, Low-skilled, People in precarious work
Intermediary actors	Other (Job Centers; Entreprises)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Technical/incremental innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Isolated

Outcomes	
Main benefits delivered	<p>The initiative implements active inclusion strategies, improving people's opportunities to integrate in society and labour market. The initiative contributes to modernise the Slovenian employment services with the provision of most services through various channels and making the process of searching job offers easier.</p> <p>The free e-professional counseling service offered by the Slovenian Employment Services, complementary to public front-end consulting services, enables the jobseekers to enhance self-assessment tools exploring the labour market and define their employment plans.</p> <p>The benefits associated to the initiative are the following:</p> <ul style="list-style-type: none"> - increase the autonomy of the unemployed and reduced workload of consultants with personal contacts - improve the quality of services meeting the needs of citizens achieving the comparability with employment services in the EU; - work proactively with Partners to achieve key labour market development objectives - free up resources for work with the difficult-to-employ by developing modern forms of work; <p>It is expected that the initiative will enable to reach a great number of users through the connection to European databases Eures and Ploteus as well as a Slovenian web portal, My choice.</p> <p>In addition, the initiative will be included in the 4-year research project Employ ID research project aiming at supporting public employment services and their employees in adapting to the changes to their world of work by facilitating the development of their professional identities.</p>

Eesti.ee Gateway to Estonia

(Eesti.ee Uks e-riiki)

<https://www.eesti.ee/eng>

Estonia

General Data

Type of the Initiative

Service

Category of service

Civic engagement

Childcare, Education and training, Social assistance, Social care, Social housing, Employment, Social inclusion/participation, Independent living

Summary of the Initiative

Eesti.ee is one of the most advanced single points of contact for e-services dedicated to citizens and businesses in Europe, bringing together most services provided by public and private bodies at local, regional and national levels into a single online portal. The portal, launched in 2003 by the Estonian government, today allows 1.3 million citizens to use electronic ID cards to vote, pay taxes, register companies, and access more than 816 services online. Concerning social services, the website allows citizens to access online all services available at the national and local levels: from unemployment benefits to applying for social housing, from benefits for children attending school to applying for tertiary education, from special assistance in the home-environment for elderly people to childcare, from warm food delivery for elderly people in the city of Tartu to Home child care service in the borough of Kose. From the point of view of civic engagement the webportal offers a remarkable example: Estonia is the only country in Europe where citizens can vote online for every type of election, from local to parliamentary. In the 2011 parliamentary elections nearly 25% of citizens voted online, leading to considerable savings for the state given that the cost of each online vote is half that of a paper vote, even factoring in the initial capital investment. In addition, citizens are totally in charge of their data: they can review the full history of inquiries about them, including police, banking and health-related inquiries and file a complaint if they do not recognize or approve of an inquiry. Estonia's residents can also opt out of making their data accessible: in this way, the central government has empowered citizens to monitor the use that public and private actors make of their data, therefore increasing transparency and accountability. A further socially innovative aspect of the portal consists of the public-private partnership which lays behind it: the system is used to connect with private-sector entities, and particularly banks, telecom providers, and energy companies, to safely complete financial transactions or pay utility bills. This also means that large companies are incentivized to invest in maintaining and upgrading the portal infrastructure. Even more interestingly, the portal has been used by third sector organisations to launch innovative projects: for instance, a private educational foundation has developed within the portal, the e-School website, which allows parents, students, and teachers to communicate and share information on grades and assignments. Finally, it must be noticed that, from a social inclusion point of view, the portal is accessible for people with sight impairment, and both the font size, spacing and contrast can be adjusted to meet users' needs.

The Eesti.ee platform is a need-driven and outcome-oriented innovation, intended to increase the accessibility, efficiency, and cost-effectiveness of public and some private e-services. The innovation involves an open process of co-creation, as both public and

	<p>private stakeholders participate in the development, implementation and adoption of new e-services.</p> <p>Eesti.ee is a disruptive/transformational innovation. The ICT system developed by the government in 2003, called X-Road, has been designed to incorporate innovative applications, which has made it possible to constantly update it and enrich it with new tools. The ICT system consists of a secure data-access platform connecting existing databases (both public and private) irrespective of their format. All the data remain separate and a list of FAQ is in fact the only data X-Road maintains itself.</p> <p>Eesti.ee is inter-sectorally integrated between public and private bodies, and integration occurs at administrative, organisational and delivery level.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	General
Intermediary actors	Other (government and non-government service providers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The Eesti.ee portal increases the productivity and sustainability of the social protection system in Estonia, as well as increasing the accessibility, cost-effectiveness, and quality of Estonia's public and private e-services in several ways. First, the Eesti.ee portal allows Estonian citizens to access most social services online through a single entry point, as well as to keep track of their personal record (the "my data" section was the most visited page in 2014, accessed more than 700.000 times), and to monitor the use that both public and private institutions make of this data.</p> <p>Second, the webportal contributes to enhance transparency and citizens participation</p>

in public life, for instance by allowing citizens to vote on-line. More than 90% of Estonian citizens have electronic ID cards, and in 2014 the portal was visited 4.5 million times by 401,316 different users, out of whom 33% were new users. ID card readers are today pre-installed in all new computers or can be purchased for less than 10 euros and grant access to 815 e-services, which were visited 6.9 million times in 2014.

Third, from the point of view of the central government the portal allows considerable savings and efficiency gains in the management of services, and the collaboration with the private sector has strongly contributed to lower maintenance costs and to attract private investment in the infrastructure.

The Estonian portal scored very high in the Commission's assessment of the EU points of single contact, well above the EU average in terms of availability and quality of information, usability and availability of e-procedures which can be completed online.

Electronic Northern Ireland Single Assessment Tool
(Electronic Northern Ireland Single Assessment Tool)

<http://www.dhsspsni.gov.uk/index/publications.htm>

United Kingdom

General Data	
Type of the Initiative	Service
Category of service	Integrated care Social care, Independent living, Integrated care
Summary of the Initiative	<p>The Electronic Northern Ireland Single Assessment Tool (eNISAT) is a public sector driven ICT-enabled social innovation that allows health and social workers to gather all the information necessary to plan integrated homecare services for elderly people with complex needs or to assess and document these older people's need for nursing or residential care. The tool is structured in 7 component parts: contact screening, core assessment, complex assessment, carer needs assessment, specialist referral form, specialist summary form, and reports of General Practitioners (GPs). The enabler for NISAT is an electronic database information and management system, which has been implemented and integrated regionally across multi-disciplinary teams of nurses, social workers, and cooperating health professionals in all five Health and Social Care Trusts in older people's services in Northern Ireland. The eNISAT tool will soon be fully integrated with other key regional systems including community information systems and electronic care records.</p> <p>eNISAT is a need-driven and outcome-orientated social innovation, intended to meet the needs of older people in Northern Ireland for integrated and person-centred health and social care assessment services. eNISAT is also driving fundamental change in the relationships between stakeholders, enabling more effective interaction and collaboration between health and social care trusts in Northern Ireland.</p> <p>In terms of ICT-enabled innovation potential, eNISAT is a sustained organisational innovation, which uses ICT to introduce new working methods and case management systems in the field of integrated health and social care in Northern Ireland.</p> <p>Concerning levels of governance of service integration, eNISAT is integrated at the intra-government level, integrating all five Health and Social Care Trusts in Northern Ireland that operate within the government department for Health, Social Services, and Public Safety.</p> <p>eNISAT is integrated at administrative, organisational and delivery level, centralising information, referral, intake, case/care management, and interdisciplinary teamwork in the delivery of integrated health and social care assessment services in Northern Ireland.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Access & take-up, Quality, Integrated health- and social care

Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers
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Users & actors	
Target users	Elderly
Intermediary actors	Social workers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Intra-governmental

Outcomes	
Main benefits delivered	<p>The European Social Network report on 'Social planning at the local level' identifies the main benefits of the Northern Ireland Single Assessment Tool in qualitative terms in relation to: (i) Enabling a common approach to single assessment in older people services at the regional level; (ii) Ensuring the appropriate and secure sharing of eNISAT assessments both within and across Health and Social Care Trusts; (iii) Supporting a managed and controlled approach to introducing mobile technology in community services; and (iv) Delivering more efficient administrative support for the assessment process. In addition, McCormack, Taylor, McConville, Slater, and Murray (2008) from the University of Ulster have analysed the benefits of the Northern Ireland Single Assessment Tool in relation to the assessment tools' high degrees of: (i) Reliability; and (ii) Usability. In terms of assessment reliability, McCormack et al. (2008) find that the Core NISAT and Complex NISAT achieved excellent inter-rater assessment reliability (87-92%) across 27 completed assessments in their study; and in terms of usability, McCormack et al (2008) find that "the NISAT is a psychometrically proven instrument developed using a participatory process with assessors of older people [and] it has a high level of acceptability as an assessment tool for older people". In this way, eNISAT is addressing SIP poly objectives in the field of modernising social protection systems, focusing on increasing the productivity, access, and quality of integrated health/social care assessment services for older people.</p>

Employee insurance implementation institution (Public Employment Service)

(Uitvoeringsinstituut Werknemersverzekeringen)

https://www.werk.nl/werk_nl/werknemer/over-werk-nl

Netherlands

General Data	
Type of the Initiative	Service
Category of service	<p>Employment</p> <p>Social assistance, Employability, Employment</p>
Summary of the Initiative	<p>The Dutch Public Employment Service is part of the UWV (Employee Insurance Agency), an independent body established by the Ministry of Social Affairs and Employment. It is a need-driven ICT enabled initiative aimed at providing the implementation of the employee insurance scheme, addressing unemployment, rights of the workers, maternity and sickness coverage. The reform of the public employment services aims to reform the Public Employment Services (PES) so that 90% of the services to be delivered using digital means and interaction.</p> <p>In order to achieve this ambitious targets, three stages of development for modernizing the PES have been implemented:</p> <ul style="list-style-type: none"> - Stage 1 (2011): it provides basic services such as registration, booking of meetings, coaching, job matching using online tools. - Stage 2 (2012): it includes online profiling, targeting services for specific client groups, more transactions via online e.g. control, reports, e-coaching and e-learning. - Stage 3 (2013): it offers automated digital interaction on the main platform developed for PES. Not only services to the users are enabled by the ICT platform, but also improvements in the way PES employees work are foreseen. The service has enabled a management tool - the "Mijn Informatie Portaal". This enables data sharing at national, regional, sub-regional ('office') and individual employee level. The ICT enabled component of the initiative contributes to an open process of co-creation of services since the service delivery relies heavily on self-service and since the end-users are enabled to directly create their job profile, in submitting their financial statements and so on. <p>Moreover, the PES services use a method of clustering to objectify a labour market model to benchmark it. This means that the regional/local labour market situation and difficulty of the region is taken into account. The results are translated into more efficiency and accountability at all levels of the PES and they are also reported to have improved outcomes for job seekers.</p> <p>There is yet no public information on the impact of these tools on the end-beneficiaries and on how all of these tools have improved the employment and employability opportunities for the citizens.</p> <p>Overall, in addressing the needs of employers, job seekers, (young) disabled job seekers, maintain cooperation with municipalities and enable other social services, the Dutch PES has replaced many of the traditional interactions with digital platforms. For this reason ICT plays a key role in the initiative, changing the way service provision takes place. The services are integrated at inter-sectoral level, between the PES and the Ministry for Social Affairs and Employment and other private employment agencies. The initiative is considerably reducing face to face interaction by means of proliferating</p>

	<p>digital tools. This is contributing to a fundamental change in the service delivery area since job seekers and employers are empowered by the tool to take control of their situation and to become pro-users of the services offered by the PES, more active in their development and delivery. From this perspective the initiative is highly innovative and effective in terms of reducing operational and service delivery costs.</p> <p>In terms of impact, the ICT solutions have enabled the initiative to address more social needs at lower operational costs. In 2014 only the UWV has provided assistance and benefits to 1.4 million people living in the Netherlands and seeking a job or a way to support themselves financially.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries

Users & actors	
Target users	Mothers, Unemployed, People in precarious work, Public sector employees, Small & micro enterprises, Social enterprise, Other (Unemployed people over 55)
Intermediary actors	Social workers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The benefits of the modernization of the Dutch Public Employment Service, as reported in a European Commission Directorate for Employment, Social Affairs and Inclusion's report, from the public service perspective, are:</p> <ul style="list-style-type: none"> - enables the performance measurement at all levels, including benchmarking; - it helps steer the management by sending frequent summaries and statistics of the use of the Portal to the regional offices; - achievement of better accountability; - information for teams and individual employees (i.e. caseloads, outflow tot work); - tables/content by writing management reports.

From the perspective of improving access and take up of services, job seekers used the UWV application – My briefcase, to create their resume. Customer satisfaction surveys, bulletin boards (an online interactive customer panel) and research into usability prove that the appreciation of the online employment services are on the rise. In order to continue the upward trend we will continue with further improvements. The webinars provided are highly appreciated as a source of information and coaching. The www.werk.nl website has been visited an average of 4.0 million times per month. The site attracted approximately 3.2 million people. The number of website views per month increased from 40 million in 2014 to over 50 million in the first four months of 2015. Reportedly the availability of the site has been optimized to 98.9% in 2015, ensuring more reliability of the services. The level of reported satisfaction of the end users has risen from 50% to 59% in 2015. 6.4 million call centre requests have been addressed. From the perspective of ensuring democratic oversight of the rights of the employees, the initiative managed, through the help of the ICT tools and the electronic submission and centralization of data, to uncover 65 500 violations of the workforce obligations and to act upon 97 400 cases. € 88.2 million of economic fraud have been uncovered. The needs of 253.100 unemployed people and 8,000 young disabled people have been addressed through various service provision. 6000 long-term unemployed people found a job and became active again on the job market.

Employment Service of Slovenia
(Zavod Republike Slovenije za zaposlovanje)

<http://www.ess.gov.si/>

Slovenia

General Data	
Type of the Initiative	Service
Category of service	<p>Employment</p> <p>Social assistance, Employability, Social inclusion/participation</p>
Summary of the Initiative	<p>The Employment Service of Slovenia (ESS) is an initiative set up in 2014 by the Slovenian government's Ministry of Labour, Family, and Social Affairs, with the aim of increasing nationwide employment in Slovenia. The Employment Service of Slovenia benefits: (i) jobseekers who can find available/fulfilling employment, plan their careers and realize their short-term and long-term employment goals; (ii) employers who can find relevant employees to fill their work needs; and (iii) boosts employment and economic growth in Slovenia. The service is enabled by an online platform providing the following services: (i) employment advice and job searching, advertising, and employment/employee matching services; (ii) life-long career guidance services; (iii) unemployment benefit and unemployment insurance; (iv) implementation of active employment policy measures and programmes; (v) issuing of work and employment permits for foreign worker; (vi) preparation of analytical, development, and other professional materials related to ESS activities; (vii) labour market and ESS information of a public nature. In addition, the ESS operates an eAdvice (eSvetovanje) service that provides comprehensive and integrated career advice and job search support services (https://esvetovanje.ess.gov.si/). The eAdvice service is targeted to all job seekers, although it is more often used by younger persons, who have more experience in using e-services. The topics covered on the eAdvice platform include: (i) assessment of personality, interests, competences, values, time management; (ii) description of occupations; (iii) labour market information; (iv) decision making processes; (v) individual activation plans. The eAdvice service is targeted to all job seekers, although it is more often used by younger persons, who have more experience in using e-services. Google statistics show that there are 10,872 users who have visited the online-platform (98% from Slovenia, 1% Macedonia, 1% worldwide), and 186,438 page views since November 2014. In addition, user feedback and satisfaction has been positive, and is used to guide regular improvements and updates on the ESS platform.</p> <p>Elements of Social Innovation: The initiative intends to meet the needs of unemployment people, job-seekers, pupils and students, but it is also a product of an open process co-creation, when the feedback from relevant stakeholders and actors are integrated in the development of the ICT-enabled social innovation.</p> <p>Concerning levels of ICT innovation, the initiative is a disruptive innovation, which improves with the facilitation of ICT-enabled innovations the provisions of the ESS's service, increasing personalisation and efficiency.</p> <p>The initiative is integrated on an intra-governmental level. It was established from the Slovenian government for Ministry of Labor, Family, and Social Affairs with the advice and counseling of the Belgium Employment Service for the Flemish region (VDAB) in order to share valuable experiences.</p>

	The service integration happens on the organizational level country-wide and improves the collaboration between different stakeholders.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Other (support the employability of job-seekers)

Users & actors	
Target users	13-19, 20-24, 25-29, 30-34, NEETs, Adults, Unemployed, Low-skilled, Other (job-seekers)
Intermediary actors	Other (public employment advisors; employers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Organisational
Levels of governance of service integration	Intra-governmental

Outcomes	
Main benefits delivered	The eAdvice (eSvetovanje) portal was established 2014. Since the service is very young, no external evaluation of the service has been performed yet. However, the qualitative feedback and satisfaction reports from in-house experts, representatives from youth NGOs and users experience from professional organisations were integrated in order to improve the quality of the service, ensure its sustainability and to increase the productivity of the guidance process, and have been positive so far. The Employment Service from Slovenia organised workshops for their practitioners and counsellors and promote the service through youth NGOs, who provide career management workshops for students and young job-seekers.

Equinoxe - A home alarm system linked to volunteering

(Equinoxe - Téléassistance à domicile)

<http://www.equinoxe-france.com/>

France

General Data

Type of the Initiative

Service

Category of service

Independent living

Independent living, Integrated care, Prevention, health promotion and rehabilitation

Summary of the Initiative

Equinox is a French non-profit social enterprise providing home-care and tele-care services to elderly people. The tele-assistance service provided by Equinox - and entitled to public reimbursements through the national care attendance allowance scheme (APA) - is based on a wearable safety-button device connected to a 24/7 call centre, directly managed from Paris and linked to all other users' home care services. In addition, the centre is connected to a circle of three reference people - a 'neighbour committee' made up of 3 family, friends, or neighbours - who can quickly reach the user in case of need. All the information relating to the patients is safely stored in a centralised database, allowing operators to promptly react in case of emergency. Once a call is received, operators have the option to: (i) Solve the situation without mobilising any other resource. Even when users are not in danger, one of the three members of the neighbour committee is contacted to check on him or her in person and provide physical or psychological assistance in the home; (ii) If professional assistance is needed, the operators will alert the most suitable service provider. A member of the neighbour committee will immediately join the user and wait for the arrival of a health professional, together with him or her and with the remote support of the operator. In addition, the centre regularly calls to check on patients at high risk of adverse events. At the end of June 2011, 40 paid employees managed the system with the help of 35 'staff' volunteers for 8,756 users. On average, the users were 84 years old, called 13 times, and used the service for about three years (prior to users' institutionalisation or death). The main benefits for end users (older people) is to live autonomously and safely in their houses for the longest possible period of time. Furthermore, the network of volunteers and neighbours also contribute to elderly people social life and psychological well-being. In 2009, 80% of issues could be resolved by the local neighbour committee, contacted within three phone calls and in less than two minutes; the remaining 20% of user calls were resolved by health professionals in 10-30 minutes. 98% of users reported that they were 'satisfied' or 'very satisfied' with the Equinoxe service.

Equinox is a need-driven and outcome-oriented production, intended to meet the care/support needs of older people living independently in the home environment in France. Equinox also uses an open process of co-creation and collaborative innovation networks, as older people (end users) are supported by a collaborative network of informal carers (family, friends, neighbours), call centre staff, and health professionals. Equinox is a disruptive innovation, using ICT in the form of a remote-controlled home alarm and integrated call centre to enable informal carers, call centre staff, and health professionals to provide social/health care response services for older people living at home in France.

	Equinox is integrated at the intra-sectoral government level, as the home alarm services provided to older people by Equinox (non-profit non-government organisation) at a fee can be reimbursed by the French government's national care attendance allowance scheme (APA). Equinox is integrated with the French government at the level of funding only, with administration, organisation, and delivery functions delivered by Equinox.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers

Users & actors	
Target users	Elderly
Intermediary actors	Volunteers, Formal carers, Informal carers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Weak
Types of service integration	Funding, Administrative, Organisational
Levels of governance of service integration	Intra-governmental

Outcomes	
Main benefits delivered	<p>The main benefit for end users (older people) is to live autonomously and safely in their houses for the longest possible period of time. Furthermore, the network of volunteers and neighbours also contribute to the social life and psychological well-being of older people and their informal (family, friend, neighbour) carers. In relation to the SIP policy objective of increasing the access/take-up, cost-effectiveness, and sustainability of services, the Equinox initiative has proven itself popular, cost-effective, and financially sustainable over its 30 years of operations. 2011 statistics show that Equinox served 8,756 users, at a cost of €2.1 million per year to operate, the cost of which is entirely covered by user fees. Users with low income can either be reimbursed by the public health system, by partner private insurance funds, or benefit from financial support through a solidarity fund managed by Equinox.</p> <p>Equinox has also proven its benefits in relation to the SIP policy objectives of: (i) increasing the quality of services; (ii) supporting integrated health- and social care of</p>

older people; and (iii) increasing the capacities of older people to manage self-care and independent living at home. Equinox's external representative user surveys, external observation studies, and internal analysis led by an external monitoring/evaluation expert find that 98% of users are 'satisfied' or 'very satisfied' with the Equinox service, which has helped them to live independently at home. On average, users were 84 years old, called 13 times using the home alarm system, and used the service for an average of three years. Withdrawal from the service was mainly due to causes of institutionalisation (unable to stay at home) or due to death; only 5% of service withdrawals were due to 'dissatisfaction' with the Equinox service. In 2009, 80% of user issues could be resolved by the local neighbour committee (informal carers, family, friends, neighbours) alone when triggered by the call centre. A neighbour committee member could be contacted on average after three phone calls and in less than 2 minutes. In cases where extra (health) assistance was needed, it took about 30 minutes to resolve the issue, and for more 'simple' issues this took about 10 minutes.

eSchool

(eKool)

<http://ekool.company/en/>

Estonia

General Data

Type of the Initiative

Service

Category of service

Education and training

Education and training

Summary of the Initiative

eSchool is an online data management, information, and communication platform for the education sector in Estonia. Through a combination of their web-based platform and smartphone applications, the eSchool initiative provides a combination of information/communication services for schools, teachers, parents, pupils, and local/national government in Estonia, including: (i) teacher's electronic record of student attendance/absence in school; (ii) instant messages sent to parents if their child is absent from school; (iii) parent to teacher messaging function in the case of absence; (iv) e-record of student's grades and progress for teachers and parents; (v) e-diary for teachers, students, and parents to keep track of all homework assignments; (vi) online reporting functions for teachers to create reports for school management, local government, and other relevant organisations; (vii) new online communication channel between teachers and parents to flag any behavioural/social/progress issues (e.g. bullying, behind on work, misbehaving in class) as they occur, rather than waiting for conventional parent/teacher meetings. Parents only get access to their own child's progress/attendance data and teachers can only access their own class data to maintain the privacy of all other students. The eSchool web-based platform is provided free of charge for pupils, parents, and teachers, funded by revenue from selected advertisements displayed in the eSchool application, and users can subscribe to additional paid convenience services such as messaging and weekly reports. The eSchool platform is the most used e-service in Estonia, used on a regular basis by 28-30% of the total population and 85% of schools in Estonia covering 95% of all Estonian students, with 294,049 active users and 1 million student grades entered daily. Main benefits achieved by the eSchool initiative include a 30% reduction in student absences, 80% reduction in school dropouts, 30 minutes a day of time saved by teachers, and an increase in Estonian student's results to 2nd-4th best in Europe. eSchool is a need-driven and outcome-oriented innovation, intended to meet the needs for more effective/efficient communication and information flows between key stakeholder in the education sector in Estonia. eSchool relies on open processes of co-creation and collaborative innovation networks, as schools, teachers, parents, students, and local/national government all participate in the development, implementation, and adoption of eSchool's e-services. eSchool is also fundamentally changing the relationships between these stakeholders, opening up new online communication channels between them, and increasing the efficiency/quality of information/data flows between them (e.g. instant messaging, reporting, statistics, progress updates, assignments). As such, eSchool is creating public value by improving the education sector and educational achievements in Estonia, responding to the needs of varied stakeholders in this key social sector in a long-term sustainable

	<p>way. eSchool is a disruptive/transformational innovation, using web-based and smartphone applications to create new online mechanisms for information/communication and data services that would not be possible without ICT. eSchool is inter-sectorally integrated between local municipalities, national government education departments, and schools across Estonia. eSchool is integrated at the level of service delivery, with centralised information delivered to parents, teachers, students, and government stakeholders.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors

Target users	6-12, 13-19
Intermediary actors	Teachers, Other (Parents ; local municipalities and civil servants working in the education sector.)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>In terms of SIP objectives of increasing service access/take-up, quality, productivity, sustainability, cost-effectiveness, and supporting social inclusion, the main benefits achieved by the eSchool initiative are documented by an internal evaluation and an external evaluation from the project partner PRAXIS, which documents benefits in relation to: (i) Improved student discipline outcomes: student absence reduced by 30%; (ii) Significantly reduced school dropout rates: 80% less school dropouts; (iii) More active parent involvement: parents logging into eSchool 6 times a week on average; parents notice their child's improved performance or falling behind and may interact instantly; (iv) More transparent and accessible information: data is visible to all stakeholders 24/7; (v) Decreased amount of routine administrative work: teachers save</p>
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30 minutes per day, freeing up more time for teaching; (vi) Improved learning results: Estonian students Programme for International Student Assessment (PISA) results have increased to 2nd-4th best in Europe.

Estonian e-Learning Development Centre

(HITSA Innovatsioonikeskus)

<http://www.e-ope.ee/en/>

Estonia

General Data	
Type of the Initiative	Service
Category of service	Education and training Education and training
Summary of the Initiative	<p>The main objective of the Estonian e-Learning Development Centre is to facilitate cooperation in universities and vocational schools to implement e-learning solutions and activities, meeting citizens' needs all along their lives. The Centre's work under the EU Structural Funds' PRIMUS programme has led to the development of a support system for students with special needs, which is now mainstreamed and offered by the Centre and its partners all across Estonia. All the didactic materials available on the national e-learning platform and developed by the partner institutions are compliant with basic accessibility standards. Didactic materials have been "translated" into DAISY format and a lecture recording system, ECHO 360, has been put in place to automatically create a recording of lessons/seminars in appropriate formats for students with visual or hearing impairments. In addition, specific training courses on web-based learning environments and e-courses for people with special needs have been designed and implemented targeting teachers and staff all across the country. The initiative presents disruptive levels of ICT innovation, providing e-learning services which wouldn't be available otherwise. From a social innovation point of view, beyond addressing in a long-lasting way the needs of disabled people in VET or tertiary education, the initiative has enabled an open process of co-creation, involving end-users in the design and evaluation of the services, and fostering integration of disabled people into society by adjusting the whole e-learning system to the needs of disabled people instead of adding additional user-specific services. Concerning levels of governance of system integration the initiative belongs to the inter-sectoral category, relying on a wide partnership between public and private education institutions and civil society organisations representing disabled people. As for types of integration, the initiative presents elements of funding integration (European and national) and of organisational integration (with programmes jointly managed by the different Education Institutions and strategic alliances with civil society organisations).</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	Physical disabilities, Mental disabilities
Intermediary actors	Teachers, Other (Civil servants)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Organisational
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The initiative has contributed to broaden access to education services for disabled people, as well as to improve the quality of the didactic experience, as confirmed by the positive feedback provided by students on the available e-learning services.</p> <p>Thanks to the work brought forward by the ELDC under the PRIMUS programme, all the didactic materials available on the national e-learning platform and developed by the partner institutions are compliant with basic accessibility standards. Didactic materials have been “translated” into DAISY format and a lecture recording system, ECHO 360, has been put in place to automatically create a recording of lessons/seminars in appropriate formats for students with visual or hearing impairments. Umbrella Organisations of disabled people were extensively consulted in the design phase to make sure that infrastructure (web based learning environments and equipment) as well as e-learning content developments met the needs of students with disabilities. Partnerships with the Estonian Union of People with Mobility Impairment and the Estonian Union of the Blind have been signed to allow students with disabilities to test and adjust the new ICT resources and e-learning facilities which were being developed, as well as to develop standards for e-courses specifically targeting disabled people. As a result, e-learning facilities made available by ELDC and associated institutions are today used by a wide majority of disabled people in vocational and tertiary education, and particularly when infrastructural barriers or health conditions make it difficult for students to attend lessons in the classroom.</p>

Everyday Technologies for Children with Special Needs

(Everyday Technologies for Children with Special Needs)

<http://www.honkalampisaatio.fi/fi/etusivu/>

Finland

General Data	
Type of the Initiative	Service
Category of service	Childcare Childcare, Education and training, Social inclusion/participation
Summary of the Initiative	<p>The "Everyday Technologies for Children with Special Needs" was a joint initiative with Honkalampi Foundation and University of Eastern Finland, Department of Special Education and School of Computing, funded by the Finnish Slot Machine Association. The initiative designed, developed, and researched technologies for everyday use with children with mental disabilities aged 4-11 and their families. New software and user interfaces were created for and with children with special needs and their families, using open access, low-cost everyday technologies, and research was conducted to better understand usability requirements and impact of the new tools on children and families' wellbeing.</p> <p>The initiative took the form of weekend or after-school 'club meetings' for children and their families. The basic technologies in the clubs consisted of six laptops, two Lego Mindstorm NXT robots, and one touch screen. Children made control units themselves (using usb game-pads or keyboards) which could be used to control computer programmes. The technology was constantly modified and further developed according to the feedback and user experiences from children and their families, and data collected from the club meetings.</p> <p>The initiative achieved very positive results in terms of engaging children and their families, and all participants were satisfied with the experience. Technologies developed were used by participants at homes and schools, and the project was followed up by further projects, such as project 'Children with autism spectrum disorders as creative actors in a strength-based technology-enhanced learning environment' funded by the Academy of Finland, and launched by the University of Eastern Finland in January 2011.</p> <p>The initiative presents disruptive levels of IT innovation and high levels of social innovation, as ICT was used as a means to establish new relationships between children, their families and educators in order to improve children wellbeing as well as developing compelling education&training materials to improve their educational attainments. Concerning levels of integration, the initiative falls in the intersectorial category, with integration occurring mainly at delivery and funding level.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Quality

Policy objectives of the SIP: Beneficiaries	Social inclusion
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Users & actors	
Target users	0-5, 6-12, Families, Parents, Fathers, Mothers
Intermediary actors	Teachers, Trainers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The initiative increases the social inclusion of children with special needs in their families and community, by providing meaningful leisure activities that children can engage in with their parents. In addition the activities in the clubs helped both children and parents to maintain and/or develop their ICT skills.</p> <p>Concerning quality of services, 85% of feedbacks provided by children concerning the various ICT enabled activities were positive (from “really nice” to “quite nice”) and only 15% of the feedback was negative (“dull”). When asked why they liked the initiative, 36% of answers put forward by children were connected to action with the technology (e.g., “Because I like to draw”, “Because I don’t usually make stories”), 20% of the answers were connected to technologies themselves (e.g., “Because there was a new item, ice cream”, “Because it sometimes worked and sometimes didn’t”), whilst 17% of the answers referred to social interactions (e.g., “Because I won you”, “It was nice that mother played”) and 27% to overall experiences without specification (“Because I liked it”, “It was just nice”).</p>

Express train to employment - based on a Welfare-to-Work program

(Expressowi do zatrudnienia)

<http://wup-krakow.pl/projekty-wup/ekspres-do-zatrudnienia>

Poland

General Data	
Type of the Initiative	System
Category of service	Employment Employability, Employment
Summary of the Initiative	<p>The project aims to designing and testing a model of outsourcing employment (back-to-work) services enabling an individualized, and thus more effective, approach to engaging the unemployed and increases the efficiency of public spending, as payments are only made when specific outcomes are achieved. In the regional government of Malopolska (Cracow) Region a platform was created and tested to include all the information needed to better profiling unemployed and fill the gap between work demand and workforce. ICT enabled PPP (public-private partnership) through technological platforms in which the actors could share information with respect to the unemployed, and the unemployed themselves could update their profiles in order to be selected for specific job vacancies. Moreover, mechanisms of monitoring and control of the success of the activities, on which payments to actors where based, is possible thanks to the ICT tools implemented.</p> <p>The innovativeness of the solutions contained in the “Express train to employment” project consists in: • opening the market of activation measures for the unemployed and of finding employment to private; • companies, through establishing flexible conditions on e.g. periods of employment, remuneration paid to the operator (contrary to the approach stipulated in the Act, where the conditions are inflexible, e.g. the requirements include full-time employment, a minimal one-year employment period; as a result it is not applied); • freedom to select activation mechanisms and tools by the non- public operators; • defining a minimal catalogue of services in order to ensure the transparency of actions and uniform operating frameworks; • contracting out services settled based on achieving clear outcomes – the basic principle of settlements with the operators (the majority of the remuneration) will be the “payment for outcomes”, understood as the return of an unemployed person to the labor market and maintaining unemployment for a set period of time; • focusing the activities for the groups of the unemployed, whose activation is the hardest, that is those who are far from the labor market; • an individualized approach to providing employment agency services towards the representatives of individual groups; • introducing a principle of monitoring the fate of the project participants after finding employment, arising from the adopted remuneration model.</p> <p>Express train to employment is a need-driven and outcome-oriented initiative, open process of collaborative innovation networks. It is a sustained/organisational innovation: use of ICTs to support, facilitate or complement existing efforts and processes to improve organisational mechanisms of services provision. It is inter-sectorially integrated at funding, administration, organisational and delivery level and provides collaboration between government and service delivery providers in private or non-for-profit sectors.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Cost-effectiveness, Care employment
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries

Users & actors	
Target users	Unemployed, Employed
Intermediary actors	Other (local government, job centres)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Organisational
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	Ministry of Labour and Social Policy introduced a series of amendments in the regulations applicable to the labor market. In particular, changes included a new approach to profiling the support for the unemployed. Profiling will allow labor offices to focus on those whom they will be able to help fast and effectively, at the same time providing tools for effective assistance to people who are in the most difficult situation on the labor market. Profiling should also make it possible to identify those who are not interested in vocational activation and seeking jobs, and therefore, the labor services should not actively work with such people.

Flash Young

(Flashgiovani)

<http://www.flashgiovani.it/>

Italy

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Education and training, Employment, Civic engagement

Summary of the Initiative

Flash Young is a youth-focused platform offering an integrated network of portals managed by - and aimed at - young people aged 15 to 35 living in the Bologna area. The content for the Flashgiovani.it network is created by an editorial team consisting predominantly of young people, supported by a group of specialists ranging from media production experts to counsellors. The scope of the initiative is to engage young people in civic life by providing information on and access to available services and opportunities, including on-line and off-line psychological assistance and health assistance. A particular focus has been put on creativity, with the creation of www.flashvideo.it, www.flashmusica.it, www.flashfumetto.it.

The initiative has been very successful in widening young people awareness and take up of available services and in promoting engagement with the municipality and community at large.

Flash Young presents disruptive levels of IT innovation, as the web-platform is used not only to provide information, but also services such as job or health counselling. Levels of social innovation are very high: young people are involved in the design and delivery of contents, and by working as interns within the local public services targeting young people, graduates from local universities are contributing to innovate public services from the inside, radically changing the way services are designed and delivered, and creating trust and public value. For this same reason the initiative falls in the "pervasive" category when it comes to levels of governance of service integrations, whilst concerning types of integration, Flash Young is integrated at organisational, administrative and delivery level.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)

Active inclusion, Investing in people

Policy objectives of the SIP: Service provision

Access & take-up, Quality

Policy objectives of the SIP: Beneficiaries

Active inclusion / intermediaries, Social inclusion

Users & actors

Target users

13-19, 20-24, 25-29, 30-34

Intermediary actors	Youth workers, Social workers, Volunteers, Trainers, Formal carers
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IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Pervasive

Outcomes

Main benefits delivered	<p>The following benefits have been identified:</p> <ul style="list-style-type: none"> - From the point of view of widening young people awareness and take up of available services and engagement with the municipality and their peers, the platform has succeeded in becoming a reference point: with 11,323,000 visitors per month and 8,245,000 consulted pages per year is one of the most visited public owned websites in the region. The on-line information system on health, implemented with the cooperation of the local health authority, receives on average 700 on-line questions every 6 months, while the on-line psychological consultation services receive on average 200 questions every 6 months. Both services were evaluated positively by users and contributed to increase take-up of available services by hard-to-reach users. - In terms of civic engagement and promoting social inclusion strategies, 200 young people volunteered for community projects organised through the website, - In terms of facilitating inclusive labour markets and self-employment, 20 scholarships for post-graduate students were provided to subsidise internships within the local public services targeting young people as a way to innovate public services while ensuring useful work-experience to graduates. Over 1600 emerging young audiovisual professionals, 1200 young music groups and 200 young artists had the opportunity to collaborate with FlashGiovani.
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Foreigners' Forum
(Forum Cudzoziemców)

<http://www.mazowieckie.pl/pl/dla-klienta/ngo/fora>

Poland

General Data

Type of the Initiative

Service

Category of service

Social assistance

Education and training, Social care, Employability, Social inclusion/participation

Summary of the Initiative

The 'Foreigners' Forum' in the region of Mazovia, Poland, is an ICT-enabled social innovation provided by the regional authorities in order to improve the access and take up of public services for foreigners, to increase their chances to become more socially included. The region of Mazovia is known for its highest representation of foreign population in Poland and the presence of migrants has led to the raise of many public service delivery issues, due to language and knowledge shortcomings.

The initiative consists of an online dialogue platform which enables better communication between migrant population, the representatives of the government and the non-governmental sector. The ICT component is active as a central enabler of this improved communication means between the parties involved, fast tracking the access to public services and documents for the foreign population. In this sense the ICT plays a central role in the service delivery, enabling better communication through automatic online language translations and allows the development of a community of support around all foreign population, enabling between its members the exchange of information and practices. The social innovation element of the initiative consists in addressing the need of foreigners to communication and access to information by means of an ICT enabled portal, allowing for the language barriers to fade away, at no additional costs. In this sense the initiative is an example of a disruptive ICT enabled social innovation, since it contributes to the creation of a new way to deliver public services and to enable foreigners access to public services. The initiative is integrated at various levels of government services and many public institutions have embedded the initiative within their service delivery. Due to the implementation of the initiative the foreign people in the region of Mazovia have increased access to information on pending procedures, on getting access to legal assistance and other institutional resources needed for a full integration within the Polish society. From the perspective of improving access and take up of services, of the quality of services provided, the platform enables the possibility to have online consultations on legal and institutional issues and this has led to lowering the number of complaints submitted by customers. The service provided to customers is more adapted to their needs and thus more effective. The OECD reports that user satisfaction increased from 40% in 2008 to 97% in 2012.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)

Social protection, Investing in people

Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	

Users & actors	
Target users	Migrants
Intermediary actors	Social workers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>The services delivered through the online Foreigners' Forum address roughly 8000 migrant workers and their families living in the region of Mazovia. They are either third country national coming from some 120 countries in the world or are European Union citizens except Polish. The services which are transacted via the forum consist in: short term or long term residence permits for foreigners to legally settle in Poland, replacement of residency/ visa cards, citizenship and other internal services with the municipalities regarding their stay in Poland.</p> <p>From the perspective of improving the quality of the service delivery, from the perspective of improving access and take up of services, the implementation of the initiative the foreign people in the region of Mazovia has contributed to increased access for foreigners to information on pending legal and administrative procedures, on getting access to legal assistance and other institutional resources needed for a full integration within the Polish society.</p> <p>The platform enabled the possibility to have online consultations on legal and institutional issues and this has led to lowering the number of complaints submitted by customers. The service provided to customers is more adapted to their needs and thus more effective. The OECD reports that user satisfaction increased from 40% in 2008 to 97% in 2012.</p>

Geographic localisation and safe monitoring of Alzheimer patients - Geoloc

(La Géolocalisation: le bracelet autonomie - Geoloc)

<http://www.equinoxe-france.com/services/geolocalisation-bracelet-gprs>

France

General Data

Type of the Initiative

Service

Category of service

Independent living

Independent living, Integrated care, Prevention, health promotion and rehabilitation

Summary of the Initiative

Geoloc is a location/support service managed by social enterprise Equinoxe since 2009 and targeting elderly people suffering from Alzheimer. The Geoloc service operates with a bracelet connected to a 24/7 operational call centre managed by trained staff and equipped with electronic GPS/GPRD territorial software that immediately signals if users move out of their usual "walking zone". Upon receiving the signal, call center operators immediately warn one of the user's defined contact people (at least 3 between family members and neighbours or volunteers to make sure that someone is always available). The Geoloc system also allows contact persons to check anytime where the patient is. The initiative started in 2009 and has since then been available all over France both for families and care institutes.

The main benefit of the Geoloc initiative for older people suffering from Alzheimer's is that they can safely walk wherever they wish, while carers (both informal/families and formal/professional carers) are not forced to restrain them or to constantly worry about their safety. An internal evaluation (2011) found that the Geoloc service enabled 158 calls per month among 360 devices, with users helped to return to their environments within 50 minutes for passive triggers (walking outside usual zone) and just 13 minutes for active triggers (when users/carers called the operators themselves). An external study carried out by the CHU de Grenoble also showed that the Geoloc service can delay patients' institutionalisation while enhancing both the wellbeing and the productivity of their carer.

Geoloc is a need-driven and outcome oriented innovation, intended to meet the needs of Alzheimer's patients and their carers for locational support services in France.

Geoloc uses an open process of co-creation, as Alzheimer's patients, their formal and informal carers, call centre operators, and technology designers/service providers collaborate to develop, implement, and adopt Geoloc's locational service innovation.

Geoloc is a disruptive/transformational innovation, that uses ICT in the form of a bracelet connected to a 24/7 operational call centre managed by trained staff and equipped with electronic GPS/GPRD territorial software that immediately signals if users move out of their usual "walking zone".

Geoloc is inter-sectorally integrated at the level of funding, as the service costs around 280 euros per year, but sometimes with the contribution of public Long Term Care agencies in France, as well as special tariffs for low-income families.

Policy Relevance

Recommendation Strand of the

Active inclusion, Investing in people

Social Investment Package (SIP)	
Policy objectives of the SIP: Service provision	Productivity, Access & take-up, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers

Users & actors	
Target users	Elderly, Mental disabilities, Other (People with Alzheimers)
Intermediary actors	Social workers, Formal carers, Informal carers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The Geoloc initiative is contributing to SIP objectives of active social inclusion strategies and investing in individuals throughout their life, by increasing the productivity, access/take-up, quality, and integrated health- and social care of older people.</p> <p>In terms of proven/documented benefits, the service was thoroughly evaluated in 2011 when the organisation had installed 360 devices of which 168 were active. The results of the first 18 months of activities revealed that requests are in many cases triggered by family members (44%), frequently after a first loss episode (50%). Passive triggering accounted for 73.5% of cases, but only 30% of these entailed an investigation, 21.7% of all cases were active triggering. The fact that “emergency calls” were made by patients only in the 3% of cases is a further proof that in most cases the tool is effective in avoiding panic situations. The average time between the call and patient’s return to his/her usual environment is 50 minutes for passive triggering and 13 minutes for active triggering. There was a steady improvement in terms of time required to find wandering patients: on average, more than 2 hours were necessary to bring home a patient in May 2009, compared to less than 1 hour in 2011, which greatly improve patients safety whilst reducing both carers and patients stress. This is also due to the improvement in the alarm-reaction by service providers, who over time have learnt how to minimise quest times.</p> <p>The tool contributes to enhance the quality of life of both carers and informal carers, and its main function according to surveyed users is that of “reassurance”: knowing that patients can be easily localised enhance carers peace of mind and tranquillity even if it doesn’t change their habits. The second more-often mentioned advantage concerns the possibility to spend more time doing other things or, in the case of formal carers,</p>

looking after different patients. Finally, for informal carers, Geoloc is a way of delaying institutionalisation of their loved ones.

However, acceptance from both patients and professional health-staff has often proved challenging, which has led to ergonomic adjustments as well as increased efforts in training both users and carers on how to use the tool.

Getting it Right for Every Child program

(Getting it Right for Every Child program)

<http://www.gov.scot/Topics/People/Young-People/gettingitright/background>

United Kingdom

General Data	
Type of the Initiative	Policy
Category of service	Childcare Childcare, Education and training, Social assistance, Social inclusion/participation
Summary of the Initiative	<p>Getting it right for every child is a national policy and programme which is now being implemented in Lanarkshire. The project aims to support Community Planning Partnerships, Third Sector Interfaces and the wider third sector to embed their role in implementing Getting it Right for Every Child in localities. A vital part of this involves strengthening the role of the community and third sector in community planning. The Scottish Government introduced GIRFEC, as the vehicle for achieving their social policy framework, to apply across all children and adult, public and voluntary sector services to improve the use of resources and achieve better futures for children. The government has managed through a ICT platform a complex intergovernmental case management, between police, social workers, education specialists, and health workers. The approach is the reference or all children's services and can also be used by practitioners in adult services who work with parents or carers. It provides the strategic policy framework supporting other key policies and initiatives.</p> <p>The main aims of the project include:</p> <ul style="list-style-type: none">-improving outcomes for children through doing things differently so as to make better use of existing resources;-involving children and families in decision making and respects their rights;-consistently identifying at an early stage children who need help-increasing the capacity of health and education to meet children's needs;-reducing paperwork and duplication of systems. <p>Across Scotland all Community Planning Partnerships have been working to implement the GIRFEC approach over a number of years. In the Highland Community Planning Partnership the GIRFEC approach is implemented and work is on-going to fully embed it in everyday working practice. Progress on implementation is still variable across Scotland. However reports to the GIRFEC Programme Board indicate that all CPPs are actively working to make the changes to culture, systems and practice which are necessary to deliver the GIRFEC approach, to meet the existing policy requirements and in anticipation of the commencement of the statutory duties in the Act, projected to be in 2016.</p> <p>GIRFEC is a need-driven and outcome-oriented initiative, open process of co-creation/collaborative innovation networks, and provides for public value allocation and/or re-allocation. It is a technical/incremental innovation: use of ICTs to facilitate automation of repetitive tasks and thereby improve efficiency. It is inter-sectorially integrated at funding, administration, organisational and delivery level and provides collaboration between government and service delivery providers in private or non-for-profit sectors.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Children / Early childhood ed. & care

Users & actors	
Target users	Prenatal, 0-5, 6-12, 13-19, Families, Parents
Intermediary actors	Volunteers, Teachers, Trainers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Technical/incremental innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Organisational, Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>Across Scotland, the initiative promotes an integrated approach to the provision of early childhood education and childcare.</p> <p>Progress on implementation is still variable across the country, although reports to the GIRFEC Programme Board indicate that all Community Planning Partnerships are actively working to make the changes to culture, systems and practice which are necessary to deliver the GIRFEC approach, to meet the existing policy requirements and in anticipation of the commencement of the statutory duties in the Act, projected to be in 2016.</p> <p>In 2011, Scottish Government announced its intention to introduce a Children and Young People Bill in the term of this current Parliament. Legislation will seek to embed the rights of children and young people across the public sector in line with the United Nations Convention on the Rights of the child (UNCRC). It sets an approach to welfare that puts an understanding of wellbeing based on Getting it right for every child at the heart and design and delivery of services.</p> <p>It proposes to place a duty on public bodies to work together to design, plan and deliver jointly their policies and services so they focus on improving children's wellbeing.</p> <p>In July 2012, details of a bill were announced that included embedding the GIRFEC approach in a single system of planning and delivery across children's services. A 12-week period of consultation followed and many organisations and individuals submitted responses.</p>

In October 2012, visits were carried out by HM Inspectors to review the readiness of the education system in using GIRFEC approaches to help ensure that children and families get the right help at the right time. The team visited clusters of schools, including early years centres, primary, secondary and special schools. Across the sample of education authorities visited, they pointed out that progress is being made in implementing the ten core components, although it varies significantly and there is considerable scope for the ten core components to be applied more rigorously and consistently. In order to ensure that education continues to move forward with full implementation of Getting it right for every child approaches, authorities and establishments need to continue to work closely with other services and take action to:

- Develop a shared understanding of wellbeing and that it is everyone's responsibility to promote and support the wellbeing of every child and young person.
- Facilitate training for all staff to support effective delivery of the roles of Named Person and Lead Professional and the use of the National Practice Model.
- Agree and implement a single planning process.
- Establish more meaningful partnership working with parents including helping them to know about the Getting it right approach.
- Actively promote and demonstrate Getting it right approaches across their council area.

The Children and Young People (Scotland) Act 2014 became law on the 27 March 2014 enshrining in law key elements of the Getting it Right approach

Goteo

(Goteo)

<https://goteo.org/>

Spain, Other (used worldwide)

General Data

Type of the Initiative

Service

Category of service

Civic engagement

Civic engagement

Summary of the Initiative

Goteo is an innovative civic engagement platform created in 2011 with the support of the Fundación Fuentes Abiertas (now Fundacion Goteo) created by Platonig, a non-profit organization bringing together software developers interested in using ICT to foster cultural exchange and open innovation and creativity. In comparison to other crowdfunding platforms, Goteo has a more accentuated social mission, as all the projects presented need to have a “positive collective return” defined as follow: “[collective return] is about the development of common good through the creation of rewards oriented to the commons, which permit the reuse, remixing, new uses and values from what has been created. At the same time as seeking the viability of the projects for the promoters, Goteo also looks for the best possible benefit for the community with the objective of creating social capital and that other people can create opportunities, products, and economically sustainable services derived from the projects. The collective returns can be very diverse: share knowledge and free access to source code; derivative resources or services; training through didactic manuals, workshops, and via the Internet; rough materials, files, and digitizable content (e.g. a template/pattern, a design, methodology or programme) that can be replicated, reused, remixed etc”. Collective impact of successful projects are tracked and reported over time. In terms of documented/proven benefits in the field of civic engagement, Goteo surpassed 35,000 active users in 2013, organised 50 “learn by funding” workshops, and raised over 1 million euros to fund projects. Goteo has also started to implement a monitoring system to verify the “collective returns” of funded projects: in 2013, out of the 131 projects covered, 70.2% had delivered their collective returns, 16.8% were late but had publicly explained the reasons behind their deferral, 2.3% had made changes to adjust collective returns to changed conditions and only 10.7% didn't follow up. Goteo is a need-driven and outcome-oriented social innovation, intended to crowdsource and crowdfund solutions to societal problems in a long lasting way that uses an open process of co-creation and collaborative social networks, which in turn create public value by addressing society's most pressing social, economic, cultural, and environmental challenges.

Goteo is a radical/transformational innovation, that uses an open source crowdfunding and crowdsourcing platform (<https://goteo.org/>) to self-organise civic action through social networks, creating a new and socially-led mechanism for delivering public social services in a sustainable way. Goteo focuses on creating a social network where different stakeholders can collaborate not only as promoters or funders of projects, but also by making available their time and skills to improve and implement projects. Projects can be funded by making donations both in cash or in kind according to the promoters' needs. Aside the web platform, “physical” communities or nodes have been

	<p>established in Barcelona, Bilbao and Andalusia, contributing to the Goteo social investment fund, bringing in match finance and catalyzing project promoters and users in an independent but coordinated way.</p> <p>Goteo is an inter-sectorally integrated initiative, which receives funding and networked delivery support from public and private partners in Spain that include the Ministry of Culture, National Council of Culture and Arts of Catalonia, Eutokia Social Innovation Center, Barcelona Institute of Culture, Medialab Prado, and Barcelona Center for Contemporary Culture.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors

Target users	General
Intermediary actors	Other (Goteo staff and users)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>Goteo is addressing SIP policy objectives in the field of promoting social inclusion, increasing the productivity and sustainability of social protection systems by supporting social inclusion/participation and civic engagement in crowdfunding and crowdsourcing solutions for societal issues. In terms of documented/proven benefits, in 2013 Goteo surpassed 35,000 active users, organised 50 “learn by funding” workshops, and raised over 1 million euros to fund social projects. The platform has also started to implement a monitoring system to verify the “collective returns” of funded projects: in 2013, out of the 131 projects covered, 70.2% had delivered their collective returns, 16.8% were late but had publicly explained the reasons behind their deferral, 2.3% had made changes to adjust collective returns to changed conditions and only 10.7% didn’t follow up. Regarding collective returns by category, 15.3% of projects delivered on open-</p>
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education services and products, 40.5% created freely available cultural products, 6.9% promoted civic activism, 9.2% fostered social innovation, 8.2% made available open data, 9.2% shared open hardware and design, and the rest were divided between the creation of open software, social enterprises and civic technology. Another important impact achieved was the establishment of a social investment fund bringing together private and public investors with citizens to fund projects in specific geographical areas or topics through dedicated calls for proposals.

Gov.mt

(Gov.mt)

<https://www.gov.mt/en/Pages/gov.mt%20homepage.aspx>

Malta

General Data

Type of the Initiative

System

Category of service

Civic engagement

Social inclusion/participation, Civic engagement

Summary of the Initiative

In May 2002, the government of Malta launched its e-government portal - www.gov.mt - as the official entry point for citizens in Malta to the online services of all government bodies. On the Gov.mt portal, which was further improved in 2012, users are provided with an A-Z list of all government websites hosted on the platform, as well as an A-Z list of all available e-services: Malta scores 1st in the EU Digital Scoreboard for online service completion, with a score of 99/100. The portal also divides the eGovernment services into different clusters and life events, a technique used to bundle government services according to the needs of specific citizen groups/life events. Within these links (e.g. pregnancy and birth, looking for a job, healthy living), citizens will find government services structured around their needs, regardless of the Government Department they are located within. This provides a more accessible, user-friendly, and inclusive structure for citizens most in need of social services, including people with disabilities, unemployed people, people living in social housing, people claiming family/child benefits, and older people claiming state pensions.

Citizens need to log in only once on the portal in order to access all the available services, and can keep track of all their transactions and progress achieved on each application; a secure online payment system is also integrated in the portal making it possible to complete most procedures without any offline interaction with public service providers. In addition, Gov.mt also allows citizens, businesses and civil society organisations to provide government with feedback on all the on-going legislative and non-legislative activities through a consultation page. Received feedback is published and analysed, and a detailed report of the outcome is published and made available to the public. Further to this, citizens can communicate directly with the Central Government, Local Councils and Public Entities through servizz.gov.mt, making complains, reporting excessive bureaucracy, giving suggestions or asking for information.

The portal has achieved remarkable results in terms of widening access and take-up of services, improving their quality and cost-efficiency, and feedback from users as well as external evaluations have always been very positive so far.

The initiative presents high levels of social innovation, as end-users are involved in the design and evaluation of services through surveys, workshop and an integrated rating system. Further to this, transparency and citizens' engagement via online public consultations and ICT enabled interaction, are greatly contributing to increase citizens' active participation into the policy making process, increasing trust and creating public value.

In terms of ICT innovation potential, Gov.mt belongs to the disruptive category, making it possible to access online most existent public services, to complete financial

	<p>transactions and to interact with public officers as required.</p> <p>The initiative is intergovernmentally integrated, with integration occurring at the delivery level.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors

Target users	General, Public sector employees
Intermediary actors	Other (Civil servants)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes

Main benefits delivered	<p>Gov.mt is addressing SIP objectives of modernising social protection systems by increasing the productivity, sustainability, access/take-up, cost-effectiveness and quality of social services online for citizens and businesses in Malta.</p> <p>In terms of increasing access/take-up of social services online, the Gov.mt platform is currently ranked the 133rd most popular website in Malta, with 500,000 website visits per month, linking directly to 575 additional websites. The portal gives access to most social services online through a single entry point, and users can keep track of their personal record and check anytime how their requests are being processed. However, according to the EU Digital Agenda Scoreboard, even though Malta scores at the top of the ranks in the availability and sophistication of eGovernment services, use by citizens is still low, with only 27% of internet users fully engaging with the public authorities. To overcome this issue the government has engaged in a broad set of initiatives to raise citizens digital skills, with a particular focus on using e-services.</p> <p>The webportal contributes to enhance transparency and citizens participation in public life, for instance by allowing citizens and civil society organisations to provide feedback on all the on-going legislative and non-legislative activities through a consultation</p>
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page. Received feedback are published and analysed, and a detailed report of the outcome is published and made available to the public. Further to this, citizens can communicate directly with the Central Government, Local Councils and Public Entities through servizz.gov.mt, making complains, reporting excessive bureaucracy, giving suggestions or asking for information.

In terms of the sustainability and quality of social services online, the European Commission's report on 'eGovernment State of Play' in Malta shows that Gov.mt is performing above the EU28 average (biennial score) in: (i) User centricity: 95% for Malta, 73% for EU28; (ii) Transparent government: 97% for Malta, 51% for EU28; (iii) Cross border mobility: 97% for Malta, 58% for EU28; (iv) Key enablers: 97% for Malta, 50% for EU28. In addition, Malta's e-government initiative is also performing above EU average in life event domains, and particularly in the social service category of support for citizens in 'losing and finding a job', where Malta scores 96% in User centricity (77% EU28), 96% on Transparency (57% EU28), and 99% in Key enablers (56% EU28). Concerning cost effectiveness, from the point of view of the central government the portal allows considerable savings and efficiency gains in the management of services.

Healthy Villages

(Healthy Villages)

<http://www.healthyvillages.org.uk/>

United Kingdom

General Data

Type of the Initiative

System

Category of service

Integrated care

Independent living, Prevention, health promotion and rehabilitation

Summary of the Initiative

Healthy Villages is a city-wide project in Birmingham, UK, which aims to improve health and wellbeing, and prevent health issues arising, with a special focus on the elderly population, children and citizens from disadvantaged backgrounds. The programme aims to find best practices of 'disruptive innovation' locally, nationally and internationally and apply it at scale across Birmingham, combining dynamic partnership working, community engagement, technology and innovation.

The current portfolio of projects focuses on: (i) Wellbeing Projects; ParkLives project, providing free physical activity programmes in local parks; and Intelligent Health that focuses on walking and healthy work breaks; (ii) Integrated Care that seeks to join-up health and social care services for 'Complete Care', with a strong prevention component; (iii) Challenge Prizes that support the development of innovative technologies in health and social care, using a '4i' method - infrastructure, insight, innovation, integration. Birmingham Community Healthcare NHS Trust is the coordinator of the initiative, working together with Balsall Heath Forum, Birmingham South Central Clinical Commissioning Group, Birmingham City Council, Sandwell and West Birmingham Clinical Commissioning Group, Innovation Birmingham Campus, Birmingham and Solihull Mental Health NHS Foundation Trust, HealthWatch Birmingham and many other third sector and community organisations.

The initiative, which has been recognised by the Health Service Journal as one of the top 50 innovations in 2014, has achieved very positive outcomes both in terms of civic engagement (28% increase in community group activity and 33% of target beneficiaries who volunteered to get involved in delivering locally), access and take-up of services (16-18% reduced failure demand in primary and acute services) and increased service-user well-being (22% improvement in self-reported wellbeing and 85% of users satisfied with their service experience).

Birmingham Healthy Villages presents radical levels of ICT innovation, as the use of ICT is embedded in all the activities brought forward by the partnership: funding is provided through Challenge Prizes to develop new technologies which can help address the needs of elderly people or to improve existing services; social media and the web are used to map services available in each locality where the initiative is implemented in order to identify any gaps or overlaps; assistive technology is provided to the 400 elderly people taking part to the "Complete Care" programme developed under the initiative, in addition, access to a shared health and social e-record facilitates communication and coordination between the different stakeholders involved in the delivery of the services. A "triangulation" method is used to create more effective outcomes for service users, broadening the pool of multi-agency resources who can act as ICT enabled "Navigators" and help provide more connected services. Public

	<p>actors (Police, Health Providers, Criminal Justice Departments, Housing Associations, representatives of the Academia, Education and learning sector), as well as civil society organisations, are all involved in this triangulation process.</p> <p>Concerning social innovation, the initiative is creating public value by dramatically changing the relationship between all stakeholders involved, moving towards a Care Model where not only Social and Health services are integrated, but also housing, education, innovation, entrepreneurship and community activism are contributing to put end-users at the centre of the design, delivery and evaluation of services, whilst helping public services to become hubs of health and social innovation.</p> <p>The initiative presents pervasive levels of integration at the funding, administrative, organisational and delivery level.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / formal and informal carers, Social inclusion, Children / Early childhood ed. & care

Users & actors	
Target users	General, Prenatal, 0-5, 6-12, 13-19, 20-24, Elderly, Physical disabilities, Mental disabilities, Low-income
Intermediary actors	Youth workers, Social assistants, Social workers, Volunteers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Pervasive

Outcomes	
Main benefits delivered	<p>The initiative is contributing to achieve the SIP objectives of fostering integration of health and social care, promote civic engagement and active inclusion and provide better and more cost effective services. Between 2013 and 2015, the following benefits were documented:</p> <ul style="list-style-type: none"> - In terms of civic engagement, there has been a 28% increase in community group

activity and 33% of target beneficiaries volunteered to get involved in delivering locally, in addition, 54% of service users were positive about their sharing skills with others locally,

- In terms of access and take-up of services, there was a 16-18% reduction of failed demand in primary and acute services

- In terms of quality of services, there was a 22% improvement in self-reported wellbeing and 85% of users declared to be satisfied with their service experience. In addition, 41% of patients reported achieving their personal wellbeing goals with a further 54% currently active towards their goals.

Helping Homeless People Into Employment (Helping Homeless People Into Employment)

<http://www.kgz.hr/default.aspx?id=229>

Croatia

General Data	
Type of the Initiative	Service
Category of service	<p>Social inclusion/participation</p> <p>Education and training, Social assistance, Employability, Employment, Social inclusion/participation</p>
Summary of the Initiative	<p>“Helping homeless people into employment” is investing in the capacities and capabilities of homeless people by increasing their employability, self-image and confidence. The library’s service aims to combine information and technology (ICT) training, employment information, job-seeking skills, motivation and psychosocial support. The ICT courses include therefore the search for work in the Internet and application for jobs online, while the social workers provide motivation and psychological support for the homeless people. The trainings take place in Kosnica, Zagreb’s largest homeless shelter, so that homeless people do not have to spend money travelling to the library, and because some feel more comfortable learning in the shelter. The ICT courses are used to provide homeless with a wider set of competences and to boost their self-esteem, as well as to encourage take-up of available public social services. The library also created a Resource Centre in the shelter with books and magazines, which is staffed now with homeless people, who are conducting ICT trainings too.</p> <p>The initiative was very successful both in reaching a hard-to-reach target group and in increasing home-less people self-confidence and employability skills.</p> <p>From a Social Innovation perspective, the service intends to meet the needs of homeless people by providing them with training in order to increase their employability, self-image and confidence. The service was conceived and delivered in a collaborative way, and it creates public value by changing fundamentally the relationships between involved stakeholder, with homeless people becoming trainers after successfully completing the course.</p> <p>Concerning levels of IT innovation, the service falls in the radical category, since the use of ICT allows to focus on the potential of homeless people, training them to become trainers for other people in need. The initiative allowed the creation of a self-organized community, by re-integrating home-less people in existing social networks and increasing their self-esteem and confidence.</p> <p>The service is integrated at inter-sectorial level. The Zagreb City Libraries (ZCL), a network of public libraries that serves Zagreb and Zagreb County, established the service with funding from the EIFL Public Library Innovation Programme (EIFL-PLIP) in 2011. Partners are the Rehabilitation Centre for Stress and Trauma, the Shelter Kosnica and Caritas, the Street Companion Association, the volunteer group Hold Your Head Up, the Social Welfare Centre of Zagreb, the Legal Clinic of Zagreb Law Faculty and the Zagreb Volunteer Centre.</p> <p>The service is integrated on a funding level with the contribution of various public institutions like the Zagreb City Libraries (ZCL), the EIFL Public Library Innovation</p>

Programme (EIFL-PLIP) and the Zagreb City Council.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)

Active inclusion, Investing in people

Policy objectives of the SIP: Service provision

Access & take-up, Quality

Policy objectives of the SIP: Beneficiaries

Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors

Target users

Unemployed, Homeless

Intermediary actors

Social workers, Trainers

IESI Conceptual Framework: dimensions of analysis

Social Innovation

Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation

ICT-enabled innovation potential

Radical/transformational innovation

Strength of ICT-enabled social innovation

Strong

Types of service integration

Funding

Levels of governance of service integration

Inter-sectoral

Outcomes

Main benefits delivered

From the point of view of widening access and take up of services, the initiative allowed to train around 63 homeless people, representing more than 15% of all registered homeless people in Zagreb. Two more homeless shelters are now offering ICT training for job-seekers.

From the point of view of promoting inclusive labour markets, the service helped 22 homeless people to become employed. In addition, concerning the quality of the service, feedback from homeless beneficiaries was very positive, and particularly concerning improvement in self-esteem and quality of life.

From the point of view of promoting social inclusion through civic engagement, in May 2012, the library hosted a conference to raise awareness about homelessness in Croatia. Titled 'A Second Chance: Challenges and Perspectives of Working with the Homeless', the conference brought together representatives of local authorities, scientists, social workers, psychologists, shelter managers, volunteers and librarians. In July 2012, the library's work led to the establishment of a partnership with the Legal Clinic of the Law Faculty at Zagreb University, and to the creation of a free legal advice centre for the homeless. In February 2014, the library launched their book about homelessness in Croatia, based on their ICT training and employment service for the

homeless, and including papers from the conference, *A Second Chance: Challenges and Perspectives of Working with the Homeless*.

HMP Peterborough Social Impact Bond

(HMP Peterborough Social Impact Bond)

http://data.gov.uk/sib_knowledge_box/ministry-justice-offenders-released-peterborough-prison

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Social assistance

Social assistance, Social care, Social inclusion/participation

Summary of the Initiative

HMP Peterborough SIB was the first SIB ever to be launched, with £5m external investment raised to reduce re-offending rates among short-sentenced prisoners leaving Peterborough Prison. The bond was structured by Social Finance, which created a Social Impact partnership and the One Service to manage front-line organisations, i.e. the St Giles Trust, Ormiston, SOVA, YMCA, and Mind. 17 investors raised 5 million pounds, to be repaid by the Ministry of Justice via the Big Lottery Fund in case of success. Investors anticipate the sum necessary to implement the programme and get paid only if outcomes agreed with the government are achieved. The return on investment is proportional to the impact achieved: in this case, the goal is to reduce by at least 10% the number of reconviction events over 12 months compared to a control group, or if the SIB's 3.000 ex-offenders achieve an average reduction of 7.2%.

Payments are capped at £8 million: reduction in court, police and prison costs stemming from decreased re-conviction rates would cover this amount.

The One Service was set up to coordinate services through the PSIB, which are provided by various charities. These charities offer intensive support to released prisoners and actively work with public authorities to ease access and achieve integration of all services available for their clients through different government departments and civil society organisations.

Multiple social issues are treated at the same time: from housing to drug and alcohol addictions, from employment to peer-sustain, from social inclusion to support for ex-offenders' families.

The first interim results showed an 8.4% reduction in re-offending amongst the intervention group compared to the national average. Wider impact on society and members of the partnership are also monitored and first results are encouraging in terms of efficiency gains for intermediary organisations delivering the service and deeper integration of services.

The initiative presents high levels of social innovation, with multiple stakeholders and beneficiaries involved in the design, delivery and evaluation of results. In addition, the financial model allows to maximize the value of public investment by linking it to the achievement of positive social outcomes and shifting financial risk from the state to private investors, therefore creating public value.

In terms of ICT innovation the initiative falls in the sustained category: however, the use of an effective shared performance management system has been instrumental to the success of the initiative, allowing all the parties involved in the SIB (including investors and public authorities) to effectively communicate and share information, promptly identifying and overcoming bottlenecks. Data dashboards allow to visualise causal

	<p>relationships between services delivered and results achieved, for instance by showing how being met at the gates affects reoffending rates, and to make month-on-month comparisons of case workers' activities. Further to this, the adoption of the shared management system has radically changed the approach of social workers to their daily work, allowing them to experience how collecting data on the field can lead to a better understanding of the different issues arising, and therefore to the development of effective countermeasures. A series of trends were spotted and addressed, such as specific areas of crime young people were returning to, reasons why clients lost interest and stopped being engaged with case workers, which communication systems suited best clients' needs and so on.</p> <p>The PSIP is intersectorally integrated, with different departments and levels of government involved at funding and delivery level, and third sector organisations collaborating at both delivery, administrative and organisational level.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	(ex)Offenders
Intermediary actors	Social assistants, Social workers, Volunteers, Trainers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Impact is what the government is buying through the PSIB programme and as a consequence is closely monitored. The first interim results showed an 8.4% reduction in re-offending amongst the intervention group compared to the national average, already sufficient to repay the initial investment and some interest.</p> <p>Wider impact on society and members of the partnership are also monitored and first</p>

results are encouraging in terms of efficiency gains for intermediary organisations delivering the service and deeper integration of services.

Case workers reported high levels of satisfaction with the case performance management system developed by the partnership, which allows all parties involved in the SIB (including investors and public authorities) to effectively communicate and share information as well as to monitor inputs, outputs and outcomes in real-time. Data dashboards allow to visualise causal relationships between services delivered and results achieved, for instance by showing how being met at the gates affects reoffending rates, and to make month-on-month comparisons of case workers' activities. Further to this, the adoption of the shared management system has radically changed the approach of social workers to their daily work, allowing them to experience how collecting data on the field can lead to a better understanding of the different issues arising, and therefore to the development of effective countermeasures. A series of trends were spotted and addressed, such as specific areas of crime young people were returning to, reasons why clients lost interest and stopped being engaged with case workers, which communication systems suited best clients' needs and so on.

Home Access Programme

(Home Access Programme)

http://webarchive.nationalarchives.gov.uk/20101102103654/http://schools.becta.org.uk/index.php?section=oe&catcode=ss_es_hom_02&rid=17246

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Education and training, Social inclusion/participation

Summary of the Initiative

The Home Access Programme was a nationwide £300 million initiative (£194 million spent) funded by the UK government that provided access to learning at home for children from disadvantaged families - i.e. households who were eligible for Free School Meals with a child aged 7-14 in state education - via a computer connected to the Internet. The delivery model involved awarding grants to eligible families by means of a single pre-loaded card, which could be used to purchase a computer with one year's connectivity from approved suppliers. A special service for those learners with more complex access technology needs was available so they could access the specialist ICT equipment they needed but at no cost to the family. The total number of economically disadvantaged households benefiting from the programme was 267,244 – approximately 4.5% of England's six million households with dependent children. The initiative was successful not only in ensuring children's access to computers and the internet from home, but also into positively contribute to their educational achievements and into raising their interest towards studying in general. In addition, enhanced attitudes to technology and increased involvement in children's education was achieved amongst the parents, with over 90% of families involved in the programme renewing their internet subscription after the expiry of the free-access period. The programme was shut down in 2010 by the newly elected coalition government as it was no longer in line with government priorities (it was deemed too expensive), however, the part of the programme targeting children with disabilities has been preserved. The initiative presents disruptive levels of IT innovation, allowing for e-learning, with a particular focus on disabled children who can dispose of special hardware and software to help them with their educational process. From a social innovation point of view, the initiative is creating public value by providing children from disadvantaged families and their parents with the opportunity to exit digital exclusion. Children had the opportunity to learn how to use computers and the internet to improve their education and learning skills, whilst for parents it was not only a matter of learning how to use the internet, but also to become more engaged with their children education. The initiative was also able to enable new collaboration between schools and local authorities, for instance, given that around one fifth of eligible families hadn't English as a first language, many schools organised support sessions to help struggling parents, and some local authorities provided translated materials. Concerning levels and types of service integration, the initiative falls in the inter-governmental category: a partnership was established between the government, which funded the initiative, and BECTA (British Educational Communications and Technology Agency) as delivery partner. However, at local delivery level an important role was played by local authorities and schools,

which marketed the initiative among parents and pupils helping them to access it.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP) Active inclusion, Investing in people

Policy objectives of the SIP: Service provision Access & take-up, Quality

Policy objectives of the SIP: Beneficiaries Social inclusion

Users & actors

Target users 6-12, 13-19

Intermediary actors Teachers, Other (parents)

IESI Conceptual Framework: dimensions of analysis

Social Innovation Need-driven/outcome-oriented production, Public value allocation and/or re-allocation

ICT-enabled innovation potential Disruptive/transformational innovation

Strength of ICT-enabled social innovation Moderate

Types of service integration Funding, Administrative, Delivery system

Levels of governance of service integration Inter-governmental

Outcomes

Main benefits delivered

From the point of view of supporting social inclusion of disadvantaged groups (families in economic distress and their children, disabled children), particularly through education and training and by reducing the digital divide, the initiative achieved the following results:

- enhanced ICT skills and confidence for children: there were positive signs that the programme had contributed to improved ICT skills and confidence for children, with strong agreement amongst the surveyed children that their computer skills have got a lot better because they now have the Home Access computer, which was confirmed by teachers surveyed.
- enhanced opportunities for personal learning and better educational attainments: there was strong agreement amongst interviewed children that having the Home Access computer is making learning more interesting, lets them use a computer much more often to help them learn, and is helping them to do better at school. Beneficiary learners are on average using a computer 10.1 hours per week at home, of which 4.7 hours are on learning-related activities: according to the teachers surveyed, this translated into most pupils taking a more active role in their learning, by doing additional research at home, or using external internet resources to support revision. In Oldham, "Home Access beneficiaries outperformed the overall FSM cohort in Oldham in the key measure of 5+ A*-C grades (including English and Maths as a GCSE) –

achieved by 36% of the Home Access beneficiaries, versus 31% of the FSM cohort”.

- Enhanced attitudes to technology and increased involvement in children’s education amongst the parents: there were benefits in terms of enhanced attitudes to technology reported among parents. The 89% of interviewed parents agreed that the Home Access computer is something the whole family can use, and 57% agreed that they were themselves more interested in using the internet than they were before they got the Home Access computer. Only 9% of households didn’t renew internet subscription after the end of the free access period. More parents regularly logged on to school resources than was the case on the 2009 baseline survey which preceded the start of the programme;
- in terms of impact on reducing the digital divide, the evaluation estimates that the programme accounted for a net increase in home access of approximately 167,000 households – equivalent to about 2.8% of England’s households with dependent children.

Home Emergency

(Heimnotruf)

<http://www.heimnotruf.eu/index.php?id=51>

Austria

General Data

Type of the Initiative

Service

Category of service

Independent living

Independent living, Integrated care, Prevention, health promotion and rehabilitation

Summary of the Initiative

Home Emergency is an ICT-enabled initiative that helps older people in Burgenland, Austria, live more safely and independently in the home environment, by providing users with a home alarm system to call for help in times of need or emergency (e.g. trips, falls, panic). The Home Emergency initiative is ICT-enabled by a wireless transmitter worn on the wrist or neck of the user with an alarm/panic button that is connected - via a wireless base station in the user's home - to a rescue team call centre operated (24hrs a day, 365 days a year) by the Samaritans (Samariterbund Burgenland) in the region Burgenland of Austria. When the Home Emergency panic button is pressed, the wireless communication device is activated, and connects the user to a rescue team operator who can provide further instructions, assistance, or call the user's friend/family contact or the emergency services if required. In addition, the Home Emergency service includes an outdoor safe installed outside the user's door with a key inside so that the rescue team, friend/family, or emergency service responder can access the user's home as quickly and efficiently as possible.

In 2014, home emergency had 142 clients in Burgenland, 66 clients were interested in the service and 25 clients quit the service after they got a 24-hour care or they died. In August 2015, home emergency had 150 clients, 36 interested clients and 21 cancellations.

In 2014, they had 641 false alarms and 155 emergency calls. In the case of a real emergency, the Samaritans sent 58 emergency cars and 26 caregivers to the clients. In 2015, there were 446 false alarms and 77 emergency calls. 24 emergency cars were sent and 14 caregivers in order to help elderly people fast and directly. The service is very appreciated by clients and strongly contributed to improve their quality of life.

Since 2012, the Home Emergency initiative in Burgenland has also received funding from the EU (2012-2015) to test and install automatic trip/fall detection sensors, which call the rescue services when the user is unable to press the button (immobile/unconscious) in an emergency. The Samaritans also want to integrate the use of mobile tablets with their alarm services, so that users can communicate/socialise with friends/family more regularly to prevent loneliness and isolation, as well as providing important social/health care apps on the tablets that remind users to take/order food and medicine at home, which are successfully tested by approx. 30 older people.

From a Social Innovation perspective, the service intends to meet the needs of older people, who want to live independently at home as long as possible. Since the qualitative feedback from test-users was also integrated in the further development and adaption of the service, it also contributes to an open process of co-creation.

Concerning levels of ICT innovation, the service is a transformative innovation, since

	<p>the continuously improvement of the service is only possible with the facilitation of new technologies like the installation of the automatic fall/motion sensors and the wireless base station.</p> <p>Concerning service integration, whilst the service is provided by the Samaritans, a non-profit non-government organization, there are elements of administrative and funding integration with the public sector, since the local municipality provides funding to older people with low income in order to make the service affordable for everyone.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Investing in people
Policy objectives of the SIP: Service provision	Productivity, Quality
Policy objectives of the SIP: Beneficiaries	AHA / independent living, AHA / formal and informal carers

Users & actors

Target users	Elderly
Intermediary actors	Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>The ICT-enabled service has increased the quality and productivity of home care for older people and helped them to live independently and safely in their familiar environment as long as possible. The service also contributes to raise the quality of life of informal carers, relieving them from full time care duties or stress.</p> <p>Feedback from users is very positive: patients feel safe and more independent, and the ICT system provided is considered reliable and easy to use. The quality of the service is also indirectly proved by the very low abandon rates: in 2014, only 25 beneficiaries canceled the service after they got a 24-hour care or died.</p>
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Humanitas Mentor Buddies

(Humanitas MentorMaatjes)

<http://www.humanitasmentormaatjes.nl/>

Netherlands

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Education and training, Civic engagement

Summary of the Initiative

Mentormaatjes (“Mentor Buddies”) is an initiative delivered by the Humanitas Dutch Association, a third sector organisation with a history of over 60 years of activity in over 80 regions in the Netherlands and one of the main national social services and community building organizations in the country. The service, active since 2011, aims at providing mentoring to young students from primary, secondary or vocational education facing the risk of dropping school due to various emotional and social problems (from social discomfort caused by loneliness to social disadvantages). The personal mentorship offered by the Humanitas association provides students with the personal role model or emotional support needed to overpass certain limitations, to improve both their educational attainments and their psychological well being. Mentors are young volunteers – students or young professionals – which facilitates relationships and positive identification.

The initiative is a need driven one, addressing the Dutch government’s plan to keep the number of school drop-outs under 25.000 pupils/ year. It also contributes to create new collaborations and innovate service-delivery mechanisms, and especially thanks to the contribution of young volunteers who can guide young people while being perceived as peers.

The initiative is ICT enabled in the sense that registration for both mentors and schools occurs through the initiative platform, which is therefore facilitating the process of building a database of available mentors and participants in the course and to monitor outputs and outcomes. The ICT component of the initiative contributes to a more efficient delivery of services, enabling the process of registration and coupling of the mentors with the mentees. In this sense the initiative contributes to an incremental type of ICT enabled social innovation, where the technical component facilitates the automatization of the actions and facilitates processes. The initiative is integrated at inter-sectoral level, between the public schools and the third sector organization and the community of care providing the mentorship activities.

The initiative addresses roughly 300 pupils per year in primary, secondary and vocational education in 7 locations, and involves around 150 volunteer mentors who follows a 3 days online training and have to provide a certificate of good conduct. It has been analysed by the University of Tilburg and the University of Groningen, which have sub ministered 3 questionnaires on the internet with pupils and mentors at the outset, mid-term and at the end of the mentoring. Interviews were also conducted by phone. Benefits from both sides, that of the mentor and that of the mentee, have been reported as the result of the ‘Mentor Buddies’ initiatives, such as: improved communication skills, self-confidence and ease in establishing and managing relations; improved educational attainments (grades), attendance rates and clarity on future career choices

	<p>with both fellow students, improved social and emotional capital, reduced isolation. Overall, the initiative was proved successful in terms of preventing school drop-outs and social isolation, depression and addiction for pupils. In addition from the point of view of promoting civic engagement and social inclusion through awareness raising, the initiative is very active on social media, with over 463 followers on twitter and 766 active users on facebook.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Investing in people
Policy objectives of the SIP: Service provision	Access & take-up
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	6-12, 13-19, 20-24, Families, Other (Volunteers, teachers)
Intermediary actors	Volunteers, Teachers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Technical/incremental innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>In terms of access and take-up of services and promoting civic engagement, roughly 300 pupils per year in primary, secondary and vocational education in 7 locations benefit from the initiative and around 150 volunteer mentors are being involved providing guidance.</p> <p>The initiative has been analysed by the University of Tilburg and the University of Groningen, and the following outcomes were identified for the pupils:</p> <ul style="list-style-type: none"> - Improved communication skills, self-confidence and ease in establishing and managing relations; - Improved educational attainments (grades), attendance rates and clarity on future career choices <p>with both fellow students</p> <ul style="list-style-type: none"> - Improved social and emotional capital, reduced isolation <p>Overall, at the macro-level, the initiative was proved successful in terms of preventing</p>

drop-outs and prevent isolation, depression and addiction in disadvantages students.

InnoVillage

(InnoKyla)

<https://www.innokyla.fi/about-innovillage>

Finland

General Data

Type of the Initiative

Service

Category of service

Civic engagement

Social assistance, Social care, Integrated care

Summary of the Initiative

Innovillage is an open innovation community which consists of both web-based development tools and face-to-face tools, where actors meet in person (workshops, tutor training, events, innovation competition, etc). The web-based platform of Innovillage was developed to allow public service providers, users, and policy makers to co-design and share innovative practices and models. Besides making the public innovation process more transparent and collaborative, the platform avoids duplication of efforts when it comes to create or improve social and health services. The platform provides a collaborative development environment where people can work together, produce, and evaluate novel solutions and service innovations across sectors and regions. The involvement of various stakeholders also allows to better foresee and master the possible unintended consequences of the innovation process, avoiding or correcting pitfalls and working at system level. A strong focus is on activities aiming at transferring successful initiatives across sectors or scaling them up from the local to the national level.

The platform was built following a collaborative approach and involving stakeholders and users in the development work, both through online and offline activities.

There are seven partners at funding, administrative and delivery level: the National Institute for Health and Welfare (responsible for maintaining and developing the Web service and other services); the Finnish Society for Social and Health, the head organization for all 3rd sector organizations in the health and social welfare field in Finland; the Association of Finnish Local and Regional Authorities; Sitra, the Finnish Innovation Fund; VTT, the Technical Research Center of Finland; the Ministry of Social Affairs and Health and Finland's Slot Machine Association (funding and governance). At user level, the platform has been adopted by further institutions, for instance, by the Ministry of Finance in their public policy experiment projects; by the majority of health districts in Finland in their development and innovation projects, and by major 3rd sector organizations in their development projects. In addition, about 100 local social and health care providers, a numbers of small 3rd sector organizations and 20-30 public sector programmes are constantly using the tool.

Innovillage's web service is an open, free-of-charge service for collaboration and co-development of ideas, solutions and models. The web service consists of the following virtual development tools:

- Project database for designing and reporting development projects; containing 829 on-going or finished projects in August 2015
- Unstructured workspace for preparing and saving documents, carrying out open discussions and electric surveys, with 186 active workspaces in August 2015
- Unstructured workspace for innovative public procurements, opened in June 2015

	<ul style="list-style-type: none"> • Virtual workshop for locally designing and evaluating the objects of development; with 1008 workshops implemented by August 2015 • Scalable models generalized out of the virtual workshops, with 764 models available in August 2015 <p>The initiative presents radical levels of both IT and social innovation, allowing for a totally new approach to innovating public social services, based on ICT enabled co-design, co-delivery and co-evaluation of services involving a wide range of stakeholders, including beneficiaries, through regions and sectors. InnoVillage is a multi-sectoral initiative, and integration occurs at both funding, administrative, organisational and delivery level.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care, Other (innovating social and health policies and services)
Policy objectives of the SIP: Beneficiaries	Other (design and deliver innovative services in the social and healthcare domains)

Users & actors	
Target users	General, Public sector employees
Intermediary actors	Social assistants, Social workers, Formal carers, Informal carers, Paid assistants, Other (public sector employees, citizens)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	Innovillage aims at modernising social protection systems by developing, testing and/or scaling new or better services through multi-stakeholder, inter-sectoral collaboration. The platform has contributed to generate new collaboration and decreased development work where separate projects around the country were developing similar solutions and models without knowing of each other. It has enhanced the diffusion of new service models and innovations in the social welfare and health care sectors. A

few examples of initiatives which have been implemented or scaled nationally through the platform after having been positively assessed are:

- The "Mental Health Toolkit" has been distributed to youth workers in child health clinics, kindergartens, schools, educational institutes and mental health-supporting social structures in public services.
- The IKINÄ national programme for falls prevention has produced evidence-based tools and recourses now used by professionals and caregivers all across the country, including falls risk assessment tools and the Otago exercise programme.
- The kotiutusjärjestelijän approach to homecare has been successfully developed to facilitate communication between hospitals and community services and accelerate discharges whilst granting personalisation and continuity of care.

From the point of view of increasing the productivity of social protection systems and improving the quality of work in the care sector, social and health workers agreed on the benefits stemming from the use of the platform, considered as a smart way to perform and record their work in real time and to share experiences and expertise among other service-developers and professionals. More in detail the platform helped to understand that clients are not passive users but potential co-creators, and that they are not the only stakeholders to be involved in developing or improving services.

Another important point is that new initiatives/services need to be evaluated before, during and after their implementation by all the stakeholders involved. This was one of the most challenging points, as many public service providers see the implementation of services as a linear process, and consider that evaluations should consist into randomized controlled trials performed by evaluation-professional instead of continuous feedback provided by all the actors involved in the initiative. Even though Innovillage has not been utilized in its full potential in the public sector service development yet, it promoted better collaboration between and within public organizations as well as awareness of existing solutions to problems and challenges in the public sector social and health care

From the point of view of providing more cost effective public services, the use of Innovillage has enhanced the transparency of public spending on the development of health and social care services. The platform gathers knowledge about saving achieved with new services, for instance new innovative model for treating chronically ill patients in health centers reduced the amount of doctor appointments by about 30%; whilst in one Municipality, improvements in childcare reduced the total amount of custody cases and reduced costs by about 1 M€ annually. This kind of information can be utilized for promoting the implementation of new and more effective ways of providing services and, thus, promote savings in public administration.

Integrated and psycho-social rehabilitation services
(Styrket Recovery-orientering i den psykosociale rehabilitering)

www.aarhuskommune.dk/recoveryorientering

Denmark

General Data	
Type of the Initiative	Service
Category of service	Integrated care Social assistance, Social care, Social inclusion/participation, Prevention, health promotion and rehabilitation
Summary of the Initiative	The City of Aarhus's initiatives are based on the recovery approach. The goal is for the individual with psychiatric difficulties to have a worthwhile life and to be in control of as many aspects of his or her life as possible. By linking up with online portals at different levels of government. Clients' individual action plans are being made available on the local e-government portal, with project managers seeking to have the plans added to the national portal. Moreover, the City of Aarhus has enabled clients to develop mobile device apps, to help in the areas such as monitoring treatment, and share them with other services users and to form peer support groups. City authorities are also looking at enabling clients to form peer support groups via internet video conferencing. This initiative provides for a need-driven/outcome-oriented production where outcomes are intended to meet the needs of society or specific groups in society in a long lasting way and is an open process of co-creation/collaborative innovation networks. It is a sustained/organisational innovation: use of ICTs to support, facilitate or complement existing efforts and processes to improve organisational mechanisms of services provision. The initiative is an inter-sectoral integration providing collaboration between government and service delivery providers in private or non-for-profit sectors.

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	AHA / independent living, AHA / formal and informal carers

Users & actors	
Target users	Physical disabilities, Mental disabilities, Third/volunteer sector, Patients
Intermediary actors	Social workers, Volunteers, Teachers, Trainers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The city of Aarhus placed great importance on the integrated person-centered approach in mental health and social services, so that the department of social services and the department of mental health developed a strong partnership, in the same building within a common organization providing a single point of contact for people.</p> <p>The initiative supports an integrated social services system able to facilitate the active inclusion of the population with complex health and social needs, allowing them to rebuild relationships with their family and friends to provide employment opportunities and education in the labour market.</p> <p>The City of Aarhus's has entered into a number of agreements with several organizations, having similar projects. It has created a network of contacts for the exchange of best practices and results, as well as cooperating together in finding solutions and methodologies to promote social inclusion and to sensibilise citizens and public stakeholders on the issue of psycho-social diseases.</p> <p>It works closely with London City (on development of screening tool, measuring level of recovery orientation in recovery organization), Boston University (on recovery orientation); Holland (on care methodologies) but also with other local organisations as 'GalloJob' that provides jobs for users of psychiatry, 'Tossekassen' that produces TV programs about mental illnesses and the Mental Health Day/Sindets Dag event is organized in collaboration between the City of Aarhus and the organizations.</p> <p>Also the cooperation with other Danish municipalities has grown: 5 municipalities supported the initiative by providing IT tools (i.e. webcams and smart phones), to allow the accessibility to services also for people living far from the city Aarhus.</p> <p>In addition the city of Aarhus represented also a virtuous example of municipalities able to provide and manage new services in a period of cutting budgets, through the involvement of volunteers, together with professionals, supporting a new model of services delivery system.</p>

Integrated Care Healthy Kinzigtal
(Integrierte Versorgung Gesundes Kinzigtal)

<http://www.gesundes-kinzigtal.de/en/>

Germany

General Data	
Type of the Initiative	System
Category of service	<p>Prevention, health promotion and rehabilitation</p> <p>Social care, Integrated care, Prevention, health promotion and rehabilitation</p>
Summary of the Initiative	<p>IVGK is a regional integrated health and social care system managed by Gesundes Kinzigtal, established in 2005 in Haslach, adopted by around 10.000 citizens of the Gesundes Valley region. The service is provided in partnership with the local GP network (MQNK), another care management company specialised in medical sociology and health economics (OptiMedis AG) and two statutory health insurers: AOK Baden-Württemberg and SVLFG.</p> <p>Insured people are free to take-up the service (30% of insured have subscribed so far). Most policy holders are from the lower socio-economic classes, as for targeted conditions, intervention addresses all kinds of pathologies, but with a strong focus on preventative care, life style changes and disease prevention. IVGK revolves around 3 pillars:</p> <ul style="list-style-type: none"> - A broad range of tailored activities for primary prevention and public health are offered, developed in cooperation with around 43 sports, fitness and social clubs, and targeting in particular older people and people at risk of suffering from health problems. In addition lectures, training courses, information sessions and campaigns on health topics are regularly organised (with more than 3,500 participants per year). A particular focus is on elderly people and chronic patients. - Secondly, services targeting secondary prevention are offered, aiming at reducing the progression of diseases and support self-management techniques. This is achieved by empowering patients in their relationship with GPs and, through the GP, specialist health professionals and social workers (who since 2008 can join physicians into their practice to help the patient as required). Self-management, shared decision-making about individual treatment plans and goal-setting are strongly encouraged. Around 58% of GPs and specialists (including therapists, hospitals, social service providers, nursing homes, health-related businesses such as pharmacies, gyms and local social associations active in the region) are partners of the initiative and have been trained on how to foster patients' self-management skills. - Finally, the third pillar covers other services like corporate health promotion activities targeting the employees of small and medium-sized local enterprises. <p>The initiative has been very successful in improving beneficiaries health conditions and general well-being, which in turn translated into considerable cost-saving for the insurance companies: in 2012, the actual cost of AOK-insured were almost 7% lower than average, which allowed to cover the cost of the initiative.</p> <p>From the point of view of ICT innovation potential, IVGK belongs to the disruptive category: integration of care has been enabled by the implementation of a shared electronic patient record system that allows each physician to access information about what other practitioners recommended, diagnosed or prescribed for their patients and</p>

	<p>to share relevant information with social workers. The analysis of data on health behaviours and conditions collected through Gesundes Kinzigtal DataWareHouse has allowed to plan targeted intervention programmes, tailored on the needs of groups at risk such as smokers, older people, people with specific conditions and people with high body mass index.</p> <p>The initiative presents high levels of social innovation: service users as well as stakeholders from the public, private and third sector are involved in the design and evaluation of services, and the preventative approach coupled with beneficiaries' empowerment activities is increasingly changing relationship between service providers and users, who actively participate in the management of their health and social care. The initiative is inter-sectorally integrated at organisational and delivery level.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / independent living, Social inclusion

Users & actors	
Target users	General, Elderly, Physical disabilities, Mental disabilities, Addicts, Low-income, Patients
Intermediary actors	Social assistants, Social workers, Formal carers, Informal carers, Paid assistants, Other (third sector organisations, gyms and healthclubs, public officers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The project has led to improved health and social outcomes, particularly in terms of health-prevention, promotion and rehabilitation, and to increased quality of life for patients and reduced costs for health-insurers and the public sector.</p> <p>According to Siegel A., et al, 2014, who surveyed 338 people who took part in the programme, all the beneficiaries declared to live more healthily and to be more satisfied of the services received, with satisfaction rates much higher for chronically-ill</p>

people (31%) and people who took part to specific programmes or training session (37,6%).

According to Lupiañez-Villanueva (2014: 27-28) project's outcomes and impacts can be summarised as follows:

- 20% reduction in hospitalisation rates (compared with other regions of BadenWürttemberg);
- 16% morbidity reduction costs (compared with Kinzigtal's population not enrolled in the programme).
- 10% lower mortality rates (compared to the population of other regions of BadenWurttemberg).
- Health care expenditure per-capita reduction of about 16.9% for all participants in the programme against the general cost increase derived from a control group adjusted to the population in 2005 (before the establishment of the company).
- Nearly 3% net positive annual economic benefits for the health insurance companies, corresponding to about €2.3 million per year out of the €74 million per year paid by the 33,000 policy holders".

Job Bank
(Jobbanken)

<http://www.job-banken.nu/da/forside/>

Denmark

General Data

Type of the Initiative	Service
Category of service	Employment Education and training, Social assistance, Employability, Social inclusion/participation
Summary of the Initiative	<p>Jobbanken supports people with a mental illness (back) into work in 3 cities in Denmark, providing digitally coordinated education, exercises and networking to beneficiaries and facilitating the matching between jobseekers and potential employers. The focus is mainly on building the capacity and skills of the beneficiaries as well as their self-confidence and motivation, through direct activation and participation to tailored online and offline activities. Thanks to Jobbanken 483 people have been trained so far, and 387 started working in a protected job.</p> <p>Jobbanken presents disruptive levels of ICT innovation: all internal processes have been digitized to simplify operations and decrease costs, and ICT-based planning tools are used for interaction with job-seekers. The ICT used by the job-seekers themselves depends on their individual starting skills, and they are also provided with a self-service interface which can be personalised for their own needs. Jobbanken uses an online platform for content creation (e.g. databases and tools), and for matching assets (the job-seekers and their skills and competences) with the needs of prospective employers.</p> <p>From a social innovation point of view, further to address in a long-lasting way the needs of unemployed people suffering from mental diseases, Jobbanken has succeeded in establishing mutually beneficial collaboration with both beneficiaries and perspective employers, and is creating value by promoting diversity and inclusion within the job market.</p> <p>Concerning levels of governance of service integration, the initiative falls in the multi-sectoral category, and integration with public services is mainly achieved at funding level.</p>

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Quality, Other (Provide a new service)
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors

Target users	Mental disabilities
Intermediary actors	Volunteers, Teachers, Paid assistants

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>Job-Banken contributes to the achievement of the following policy outcomes:</p> <ul style="list-style-type: none"> - Increase the quality of services provided to early retirees suffering from mental disability who want to re-enter the labour market and their social inclusion: services provided by Job-banken are personalised and integrated, and beneficiaries enjoy psychological counselling, targeted training to increase their employability, social activities aimed at improving both their health conditions and increase their social capital (for instance regular sport activities), job-placement and in-work accompanying services. Services provided have been valued very positively by users in customer satisfaction surveys and have resulted in improvements in quality of life, increased self-esteem and psychological wellbeing and reduced loneliness - Implement active inclusion intervention focusing on unemployed people (most distant from the labour market): in 2011-2013 Jobbanken has trained 483 people with a mental illness, and 387 people have started in a protected job or internship (out of whom 255 in the private sector), with very low drop-out rates.
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Jumpido

(Jumpido)

<http://www.jumpido.com/en>

Bulgaria

General Data

Type of the Initiative

Service

Category of service

Education and training

Childcare, Social inclusion/participation

Summary of the Initiative

Jumpido is an educational software targeting primary school students, consisting in a series of 6 games where children compete or collaborate to learn how to solve math problems through physical exercise. Body movements are captured by a Kinect sensor developed by Microsoft and shown on a screen through a projector. Games' didactic content – which has been developed in collaboration with teachers and education publishers - is adaptive, meaning that if a student answers correctly the difficulty level increases and vice-versa. This makes the game challenging and compelling irrespective of the different skills owned by students. Movement necessary to solve the games has been designed to promote physical activity using the entire body in a well-balanced way. Additionally, special features are available to help teachers engaging children with physical impairments or learning disabilities in the class activities, providing them with a more personalised and inclusive teaching and learning approaches. The educational games have been developed not only to make the learning process with respect to scientific subjects easier and more fun, but also to reinforce communication and positive interaction among students and between students and teachers. In terms of benefits, teachers using Jumpido report significant improvement in the engagement and maths skills of their students, which extend beyond the hours when the tool is concretely used. At the moment, Jumpido is being used by around 1,000 teachers and 40,000 students in 326 schools in Bulgaria, and all 100+ teachers who took part in Jumpido's user survey on the product would recommend it to other teachers.

Jumpido is a need-driven and outcome-oriented innovation, intended to meet the need for more interactive, engaging, and physically healthy education/training services for students of all abilities in primary schools in Bulgaria. Jumpido uses an open process of co-creation, as teachers, students, technologists, software/games developers, and school managers collaborate to develop, implement, and adopt Jumpido's innovative education/training services.

Jumpido is a disruptive/transformational innovation, using ICTs in the form of intelligent kinetic movement sensors, audio/visual displays, projectors, computer screens, and educational games software to create new mechanisms for teaching maths to primary school students of all abilities in Bulgaria.

Jumpido is not iterated with government operations at administrative or strategic level, but instead operates as a private technology-led social enterprise, with 4 strategic partners for funding and product development/delivery from the private and third sectors: LAUNCHub seed investment fund, Microsoft Bulgaria, 137 School Angel Kanchev, and Sofia University St. Kliment Ohridski.

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion, Children / Early childhood ed. & care

Users & actors	
Target users	6-12
Intermediary actors	Teachers, Other (ICT developers and service providers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Isolated

Outcomes	
Main benefits delivered	<p>Jumpido contributes to SIP policy objectives in the field of implementing active inclusion strategies and investing in individuals throughout their life, by improving the access/take-up and quality of education/training services for primary schools students of all abilities in primary schools in Bulgaria. Jumpido achieves impact by increasing students' interest and results in mathematics, using ICT to gamify the learning process. In addition, the course improves cohesion and empathy in the classroom: games are designed to adapt to students' performance in order to be at the same time challenging but also motivating for less "gifted" students, fostering team-work and constructive competitive spirit over aggressivity and giving to everybody the possibility to participate. In addition, particular features have been developed to help teachers engage physically or mentally disabled children, to improve their learning process as well as to promote inclusion and integration in the class activities. This is a particularly important aspect for certain European countries where disabled children often don't enjoy enough personalised support from dedicated professionals whilst at school. In terms of documented/proven benefits in increasing quality of education/training services, teachers using Jumpido in Bulgaria report significant improvements in the engagement and math skills of their students, which extend beyond the hours when the tool is concretely used.</p> <p>Jumpido is being used by around 1,000 teachers and 40,000 students in 326 schools in Bulgaria, and all the 100+ teachers who took part in Jumpido's user survey on the</p>

product would recommend it to other teachers.

KiBiz.web

(KiBiz.web)

<http://www.d-nrw.de/projekte-referenzen/kinder-jugend/kibizweb.html>

Germany

General Data

Type of the Initiative

Service

Category of service

Childcare

Childcare, Social care

Summary of the Initiative

KiBiz.web calculates the state subsidies for day-care centers and distributes them to the municipal child welfare departments. BMS Consulting developed KiBiz.web (<https://www.kibiz.web.nrw.de/auth/login>) with a participatory approach by involving all relevant stakeholders like the Ministry for the Generations, Family, Women's Affairs and Integration, the state youth welfare offices and the Associations of Districts of North Rine-Westphalia. The subsidy funding, equal to about one billion euros annually is distributed quickly, efficiently and transparently via KiBiz.web. The tool is easy to use, increases reliability and data security and makes the required information more easily available, reducing costs significantly. This process required the close cooperation between 12.000 actors from all administrative levels in various roles using KiBiz.web from the application for funding to approval and all related reporting processes. Qualitative feedback from employees from the state government and some users confirmed that the platform provided the right support and fostered efficiency and transparency.

In 2009 it got an award by EPSA, the European Public Sector Award for "Public Service delivery 2009"

(http://dns.nipcon.at/index.php?title=KiBiZ.WEB#tab=Project_info).

Elements of social innovation: KiBiz.web wants to support the needs of families and their children by calculating the state subsidies and distributing them to the municipal child welfare departments. Relevant stakeholders like the Ministry for the Generations, Family, Women's Affairs and Integration, the state youth welfare offices and the Associations of Districts of North Rine-Westphalia were integrated in the development and implementation of the service. They brought in their specific knowledge and contributed to the production of the innovative service. The service supports also the correct and transparent allocation of state subsidies in an effective and efficient way. In terms of ICT innovation levels KiBiz.web supports administrative processes related to the calculation of state subsidies and improved organizational mechanism through more transparency and efficiency of required information.

The service is integrated on an inter-sectoral level by supporting the collaboration of all involved stakeholders across multiple levels of government and service delivery providers and creates a central database with an efficient and effective case management. Centralized information is exchanged in a multidisciplinary teamwork through optimized and transparent processes and information management. Integration occurs at the administrative, organisational and delivery level.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Social protection
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Cost-effectiveness
Policy objectives of the SIP: Beneficiaries	Children / Early childhood ed. & care

Users & actors	
Target users	0-5, 6-12, 13-19, NEETs, Families, Parents, Fathers, Mothers, Public sector employees
Intermediary actors	Other (municipal child welfare departments, youth welfare offices)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>With the implementation of KiBiz.web, 12.000 actors and 182 youth welfare offices could simplify their work by using the web-based system. KiBiz.web manages around 1,2 billions from the land resources and 2 billions from the local authorities funds. Administrative tasks could be completed more efficiently and effectively and are monitored in a transparent workflow. KiBiz.web saves time of around 20000 staff members, which can now be used for working with children. Regarding the qualitative feedback from employees from the state government and some users, it was found that the platform allows better supported processes and increased transparency.</p>

KiVa

(KiVa)

<http://www.kivaprogram.net/>

Finland

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Childcare, Education and training, Social inclusion/participation

Summary of the Initiative

The KiVa programme is a school-wide approach to decreasing the incidence and negative effects of bullying on students aged 7-15 in Finland. It was developed in 2006 by the University of Turku with national government funding, and scaled nationally in 2009. The programme foresees both school-wide interventions and targeted activities for students in need. School-wide activities are built around in-class activities and virtual learning sessions. The programme succeeded in significantly reducing both self- and peer-reported bullying and victimisation in Finland, both in elementary schools and in middle schools, as well as resulting in considerably reduced anxiety and depression and increased perception of a positive peer climate between children. The findings have been obtained in rigorous studies and published in high-level scientific outlets. Levels of IT innovation are disruptive: an anti-bullying computer game was developed for elementary schools, together with an internet forum, "KiVa Street" for lower secondary schools, aiming at motivating students to put lessons learnt into practice by consulting additional materials, testing what they've learnt during the KiVa lessons, and practising constructive ways to behave in situations where they see someone being bullied. From a social innovation perspective, one of the key success factors of the initiative resides in its capacity to actively involve different stakeholders, not only students and teachers, but also families, with a focus on peer-learning and developing empathy and solidarity for victims. The initiative implies collaboration between central and local governments, and particularly at delivery level, with teachers trained and sustained by the Kiva Team of University of Turku.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)

Active inclusion, Investing in people

Policy objectives of the SIP: Service provision

Quality

Policy objectives of the SIP: Beneficiaries

Social inclusion, Children / Early childhood ed. & care

Users & actors

Target users

6-12, 13-19, Families

Intermediary actors	Teachers
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IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes

Main benefits delivered	<p>The programme succeeded in significantly reducing both self- and peer-reported bullying and victimisation in Finland, both in elementary schools and in middle schools, as well as resulting in considerably reduced anxiety and depression and increased perception of a positive peer climate between children.</p> <p>The results of the 2 randomized control trials conducted in 2007-2008 and 2008-2009 in 234 schools and involving over 30.000 students found that:</p> <ul style="list-style-type: none"> - bullying episodes tackled by the schools Kiva teams stopped completely in the 79.4% of cases and decreased in the 18.5% of cases. -the risk for bullying others or being victimized was reduced significantly one year after the implementation of the programme. The reductions were seen in several forms of bullying, including cyberbullying. - Numerous positive effects were encountered concerning children's emotional wellbeing, cognitive capacity as well as behaviour, which improved for all beneficiaries. Quasi-experimental studies were conducted every year since the programme was scaled nationally in 2009. For 2009-2010, the percentage of bullying decreased by approximately 15 % in all grade levels, and by 20 % in primary school. Generalized to the whole Finnish population of 500 000 students, this means a reduction of 12 000 victims and 8 000 bullies nine months after the national implementation of KiVa. After six years (2009-2015), bullying has been halved and victimization rates reduced by about 30%. - Positive effects have also been found for teachers in terms of increased understanding of the classroom and personal well-being. - The initiative has been replicated (under a license of the University of Turku) in Italy, the Netherlands, Belgium, Estonia, Luxembourg (The European School network), New Zealand and the UK, and pilots are underway in other countries around the globe.
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Know Your Own Health
(Know Your Own Health)

<http://www.kyoh.org/>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Prevention, health promotion and rehabilitation

Independent living, Integrated care, Prevention, health promotion and rehabilitation

Summary of the Initiative

KYOH is an on-line coaching platform that supports people with long-term conditions to self-care, with the support of trained coaches, to change their behaviour and build their skills and confidence in self-management of their health condition. In addition the platform allows peer-support and social interactions with other patients living with similar conditions, as well as with formal and informal carers, including families and friends. Beneficiaries are referred by GPs or clinicians, and activities on the KYOH platform become part of their treatment. KYOH works in partnership with acute, secondary and primary care services and provides skills and development training for doctors and clinicians in live training sessions and through eLearning programmes. In 2012, access to the platform was granted to patients of the Somerset Pain Management Service (SPMS) who live with persistent and incurable pain, in order to supplement and extend the self-management support provided to patients in the clinic and after discharge. In Devon, Dorset and East Sussex, access to the platform is referred directly by GPs, with a wide range of options available to help patients set and achieve their well-being and health management goals, and trained coaches to help them through group-courses, web-courses or face-to-face sessions. Coaches support patients to use the platform, to set objectives, become more confident and proactive and maintain motivation over time, achieving long-lasting behavioural change. Every interaction between patients and coaches or carers is managed within the IT platform, and constant monitoring of the use of the tool by patients allow not only to assess their progress, but also to better clarify how much and what kind of support is required to achieve determined outcomes.

The aim of the KYOH service is to reduce the dependency of people living from long-term conditions on medical services, improving patients' quality of life, as well as facilitating personalisation and integration of services into medical practice whilst supporting people to live independently at home. Reductions in hospital admission rates and visits to GPs, as well as a more appropriate use of treatments and medicines, can result in considerable savings for the health system.

The initiative falls in the radical IT innovation category and presents very high levels of social innovation: the substantial use of ICT is allowing to modify the existing mechanisms of service provision, allowing multi-disciplinary teams of care professionals to constantly interact with both patients and their informal carers, who in turn are empowered to actively manage their own situation, getting support and motivation from their peers. The initiative is creating public value not only by promoting collaboration and co-creation of services between the public and third sector and between patients, formal carers and informal carers, but also because it is facilitating a cultural shift from an health system focussed on treatment of acute crisis to a system

	focussed on prevention and self-management of chronic conditions. The initiative is inter-sectoral, and presents elements of integration at organisational, administrative and delivery level.
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers

Users & actors

Target users	Elderly, Families
Intermediary actors	Social assistants, Social workers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>Various benefits were assessed for the collaboration with the Somerset Pain Management Service, which so far has targeted around 3,000 patients:</p> <ul style="list-style-type: none"> - From the point of view of improving the quality of service provided and increasing the capacities of older and chronically sick people to manage self-care and independent living at home, the initiative offers patients personalised support to confidently coordinate their health management options and make more effective use of health services, translating into remarkably improved quality of life. The KYOH platform allows patients to monitor their health conditions and progresses, to find information on specific diseases as well as on healthier styles of life, relevant events and community activities, to securely share information with parents, formal and informal carers and peers, and to access to online individualised or small groups course on health and pain management. - From the point of view of increasing cost-effectiveness of services and the long term-sustainability of social protection systems, a more targeted use of health services, reductions in hospital admission rates and a more appropriate use of treatments and
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medicines allowed considerable savings for the public health service provider.

Concerning ongoing initiatives in Devon, Dorset and East Sussex, where patients are referred by GPs and mentored by coaches trained by KYOH, the following benefits were assessed:

- Increased confidence and motivation of beneficiaries, translating into a more proactive approach to health self-management and in an improved style of life, as well as in increased skills and capacity to engage with health and social care professionals whilst reducing dependency from the health system.
- From the point of view of GPs, the use of the platform contributes to a decrease in the number of visits and prescriptions' requests from chronic patients.

Košice IT Valley Association

(Ciele Košice IT Valley)

<http://www.kosiceitvalley.sk/en>

Slovakia

General Data	
Type of the Initiative	System
Category of service	Employment Education and training, Employability, Employment
Summary of the Initiative	<p>The Košice IT Valley Association, established in 2007, is a functional cluster bringing together around 50 members representing the IT industry, academia and schools, the public sector and third sectors and other stakeholders across Slovakia. The association's mission is to develop an ecosystem where excellence in IT can be achieved, and the brain-drain of young people can be contrasted through the creation of attractive high added value job opportunities. This is achieved by supporting innovation in the IT area within the region, taking part to work groups that create regional innovation strategies and actively supporting start-ups via various activities or projects. The initiative has been very successful so far: a 700% increase in the number of workers in the IT sector has been achieved between 2007 and 2014, and around 6000 new workplaces have been created. The goal set by the association is to help to create 4000 additional jobs in the region by 2020.</p> <p>The initiative presents very high levels of social innovation: close collaboration between a growing number of stakeholders (businesses, education and training institutions, civil society organisations, public authorities, families and young people) is leading to a fundamental change in ongoing relationships, translating in new collaborations and synergies at the micro, meso, and macro level.</p> <p>Concerning levels of IT innovation, the initiative falls in the disruptive category, with ICT used to support the associations' activities (internal and external communication, e-learning activities) as well as in several research projects and education activities. In addition, the the Košice IT Valley Association website and Facebook page are playing a key role in raising awareness of members and the public at large about on-going initiatives and projects, as well as future opportunities and relevant events.</p> <p>In terms of integration, the initiative is multi-sectorial: both national and local authorities are members of the association as well as public universities, and integration occurs at both funding, administrative, organisational and delivery level.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	General, Families, Small & micro enterprises, Social enterprise
Intermediary actors	Teachers, Trainers, Other (members of the association)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	The Košice IT Valley Association is working to motivate parents, children, primary and secondary students and university students to pursue a career in IT, with the scope of stopping brain-drain, create rewarding and sustainable employment and by being the most advanced IT cluster of the country supporting the development of the region. As a result of the networking, research and education activities carried out by the association and thanks to the new partnerships established with more than 50 enterprises, public institutions, third sector organisations and universities, a 700% increase in the number of workers in the ICT sector has been achieved between 2007 and 2014, and around 6000 new workplaces have been created.

Labour market evidence and impact based public policies

(Politici bazate pe evidene i impactul asupra pieei forei de munc (INFO-HE))

<http://infohe.forhe.ro/prezentare-proiect/rezumat-proiect/>

Romania

General Data	
Type of the Initiative	Service
Category of service	<p>Education and training</p> <p>Education and training, Employability, Employment</p>
Summary of the Initiative	<p>The European Social Fund funded project 'Labour market evidence and impact based public policies' was made possible through an inter-governmental partnership between the Romanian Executive Agency for Higher Education, Research, Development and innovation Funding (UEFISCDI) and the National Council for Financing Higher Education. It is aimed at enabling evidence based policy making in the field of higher education and employment with the help of a centralised, advanced Academic Records Registry, used inter-operably by all higher education institutions to account for the students' situation and educational trajectories. Its impacts are potentially very important for social policies in general, especially for higher education and employment sectors.</p> <p>The ICT component of the initiative consists of implementing an integrated system – the Academic Records Registry - for having a centralized, complete registration and oversight of all the students following Higher Education in Romania. The kind of information collected, centralized and used is tracking the educational path of all the students, it monitors their results against official data (a way to avoid fraud in the educational system), and it provides analysis reports about the students' educational and career paths. The Registry aims to offer a centralized perspective on the results of the students, their profiles and to offer data/ insight into statistical information. In parallel the initiative is developing a cloud-computing based technology - the Integrated Educational Registry (REI) – which aims to be used inter-operable with the Academic Records Registry and other databases in order to render information about the situation of all the students registered in the system and to provide detailed information about the components of Romania's higher level education. The ICT role in this case is central to the implementation of the whole project and it contributes to a new way of delivering services. The initiative is integrated in all educational providers and also at governmental level.</p> <p>The social components of the initiative are multiple:</p> <ul style="list-style-type: none"> - The ICT enabled tools developed are used for bringing together the supply provided on side of higher education institution and the labour side, making higher education more relevant for the job market. - It follows the trajectory of an individual from high-school up to the level of employment and it enables social/ educational actors to help the individual achieve his highest potential by means of policies, activities, support and coaching; - It ensures a reliable image of the human and social capital developed in higher education in Romania; - It enables to implement the national and European educational policies better (e.g. Youth Guarantee);

	<ul style="list-style-type: none"> - It consolidates cooperation between higher education institutions; - It enables a virtual community for measuring competence in higher education; - It enables the sharing of information between the labour market and the educational sector; <p>All these are easier facilitated by means of using the ICT tools to provide an efficient and effective oversight of the Romanian higher education system, to properly assess it and to enable it by implementing evidence base policies to develop it for the common good. The target beneficiaries of the initiative are multiple and they vary from the academic community, to policy makers, students and even the employment sector which can make better use of the human capital existing/ which is developing for the future market.</p> <p>The filling in and the reporting data for the Academic Records Registry has become mandatory for all higher education institutions in Romania in 2011 under the Romanian law 1/2011 for education. The initiative contributes not only to evidence based policy making but also to more transparency, accountability and it provides a clear picture of the human capital of Romania at the level of the university education.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	13-19, 20-24, 25-29, 30-34, NEETs, Other (Public employment and educational institutions)
Intermediary actors	Teachers, Other (Policy makers, employers, third sector organizations)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	The target beneficiaries of the initiative are multiple and they vary from the academic community, to policy makers, students and even the employment sector which can

make better use of the human capital existing/ which is developing for the future market.

The filling in and the reporting data for the Academic Records Registry has become mandatory for all higher education institutions in Romania in 2011 under the Romanian law 1/2011 for education. In this way the service offered by the initiative has become embedded in the public and private service delivery.

The initiative contributes not only to evidence based policy making but also to more transparency, accountability and it provides a clear picture of the human capital of Romania at the level of the university education. One component of the initiative is the education and training area, according to which the personnel of the Universities and educational agencies are taught to use the systems available.

The filling in and the reporting data for the Academic Records Registry has become mandatory for all higher education institutions in Romania in 2011 under the Romanian law 1/2011 for education. In this way the service offered by the initiative has become embedded in the public and private service delivery.

So far the initiative contributed to the development of the 2 inter-operable systems (only one functional already - the Academic Records Registry) and has assessed the feasibility and the safest ways available to use the 2 tools for providing Intelligence to public institutions in Romania. The service has been made available so far in 72 public and private institutions and many experts and university staff members have been trained to use and maintain the system.

Although at an early stage of development, the initiative shows promising influence on the way the educational and labour market policies are made in Romania. The initiative has contributed to having, for the first time, an integrated, transparent and correct picture of the university-level education situation, while rendering information on the actual beneficiaries.

No more public information is made available at this stage.

Labour Market Monitor

(Arbeits Markt Monitoring)

www.arbeitsagentur.de; <https://arbeitsmarktmonitor.arbeitsagentur.de/login/?next=/>

Germany

General Data	
Type of the Initiative	System
Category of service	<p>Employment</p> <p>Education and training, Employability, Employment</p>
Summary of the Initiative	<p>The National Virtual Labour Market project aims at the coordination of the services of the public and private employment agencies. The initiative is a subproject of the "Development of the Employment Service as part of the integrated social and employment system". The project aimed to increase the market share and efficiency of National Employment Service; upgrade its service quality; and promote the shift towards a virtual National Employment Service emerging besides a single-window system and the physical network of local branch offices. The development of the Virtual Labour Market resulted in an internet service assisting jobseekers to find employment, and containing the vacancies offered by the Employment Service, EURES and the joining private employment agencies, and providing also access to the CV data of jobseekers and individuals seeking mediation registered by PES to the private agencies and employers which joined the system. This system permits to accelerate the process of jobseekers finding employment and also makes the market of employment agencies more transparent by verifying the data provided by the joining parties and by structurally registering such data.</p> <p>The online platform is based on a modern user-friendly interface; which provides user-specific homepages with key search features and direct links. In 2010, almost 275,000 people used some employment service at the local offices or service centres. Most of them, 184,000 individuals, received advice in job search. The number of people taking part in individual job search guidance dropped slightly, but the number of individuals using group advice doubled. The Virtual Labour Market Portal has been visited by 100 thousand individuals since it was launched. Currently, over 30 thousand jobseekers look for jobs on-line and the portal has become Hungary's largest job portal. The results are also described in the document "Hungarian PES Yearbook of 2010".</p> <p>Arbeits is a need-driven/outcome-oriented production in which outcomes are intended to meet the needs of society or specific groups in society in a long lasting way and provides public value allocation and/or re-allocation. It is a disruptive/transformational innovation using ICTs to initiate or improve new services or create new mechanisms for service delivery which would be impossible through non-ICT modes and also is a radical/transformational innovation. Arbeits initiative is an inter-sectoral integration providing collaboration between government and service delivery providers in private or non-for-profit sectors.</p>

Policy Relevance	
Recommendation Strand of the	Social protection, Active inclusion

Social Investment Package (SIP)	
Policy objectives of the SIP: Service provision	Productivity, Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	Unemployed, Employed, Low-skilled, People in precarious work
Intermediary actors	Other (Job Center; Entreprises; Public Authorities)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>After its launch, the Virtual Labour Market Platform became the market leader in the field of online job portals. Every week, the online portal accounted for an average of 18,500 new registered jobseekers and 1,600 new registered companies. During its implementation period, the number of job vacancies and applicant profiles among the three elements of the support system can be summarised as follows: The Jobboerse accounted for approximately 1.1 million job vacancies;</p> <ul style="list-style-type: none"> -VerBIS included 3.8 million of applicant profiles; -JobRobot was used by roughly 250,000 job vacancies. In addition, the number of people who used every day the tool was up to 1 million for the Jobboerse, 100,000 for the VerBIS and 100,000 for JobRobot. With regards to the level of satisfaction among the different user groups, internal surveys carried out illustrated a high level of satisfaction among both jobseekers and employers and a medium level of satisfaction among staff. The concrete implementation of the platform was based on a series of online-processes that are feasible to transfer in every Member State. The scope of access to data needs to be aligned with specific country rules and legal demands. As a result data accessibility underlies regulations connected to the legal practice that might vary across Member States

latvija.lv

(latvija.lv)

<https://www.latvija.lv/>

Latvia

General Data

Type of the Initiative

Service

Category of service

Social care

Childcare, Social housing, Employment, Civic engagement

Summary of the Initiative

The national internet portal www.latvija.lv is a single contact point for the e-governance services which the state and its local governments provide to people and businesses in Latvia. This is the most visible part of Latvia's government-led e-services programme, with a directory, personalized profiles of users, a single sign-up system, and the ability to make payments for services online. The portal currently provides access to 65 e-services, including unemployment benefits, pensions, healthcare, social housing, education, childcare and social care, and contains information about 2,112 state and municipal services. Latvija.lv was developed in 2007 by the private technology consultancy firm JSC RIX Technologies, funded by the Latvian government's Ministry of Economics and the Ministry of Environmental Protection and Regional Development. The main benefits of the latvija.lv initiative are the increase in access and take-up of e-government services in Latvia, with the number of e-services increasing 16% from 1 million e-service transactions in 2012 to 1.16 million in 2013. In 2013, the most frequently used e-services according to number of applications were: (i) Residence declaration submission 154,887; (ii) Electronic applications to study undergraduate programs 149,781; (iii) Population register data 126,587; (iv) Information about old age pension forecasts 88,559; (v) Address checking 69,760; (vi) State-funded pension scheme (2nd level) participant account statement 58,273; (vii) Information on social security contributions and insurance periods 51,970; (viii) Personal property declarations 48,261; (ix) Personal state-funded health care services 38,337; (x) Enterprise registration records 22,763.

latvija.lv is a need-driven and outcome-oriented innovation, intended to meet the needs of Latvian citizens and businesses for more efficient and accessible e-governance services.

In terms of ICT-enabled innovation potential, latvija.lv is a sustained/organisational innovation, that uses a web-based platform to offer an increasing number of government services online to citizens and businesses in Latvia, increasing the accessibility and efficiency of these services through ICT-led automation at the organisational, management, and governance level.

latvija.lv is integrated at the inter-governmental level, with collaboration for the database involving government departments at the local, regional, and national levels. The platform is inter-governmentally integrated at all levels of funding, administration, organisation, and delivery, as the service is provided by a central staff unit of 10 people, with information inputs and updates from over 200 government institutions and municipalities plus the government's ICT department.

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion, Other (Promote access and use of e-governance services)

Users & actors	
Target users	General
Intermediary actors	Other (Civil servants)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>The latvija.lv initiative has increased access and take up of e-government services by 16% in one year alone, from 1 million e-service transactions in 2012 to 1.16 million transactions in 2013, with 389,000 unique users of the portal recorded in 2013. In 2013, Eurostat estimated the percentage of Latvian citizens using the internet portal for interacting with public authorities as follows: 34% for obtaining information; 14% for downloading forms; 13% for returning completed forms.</p> <p>Concerning quality of services, according to the EU point of single contacts assessment, latvija.lv scores well above the EU average concerning quality and availability of information, transactionality of e-Procedures and usability.</p>

Lifelong Career Guidance Centre

(Centar za informiranje i savjetovanje o karijeri)

www.cisok.hr

Croatia

General Data

Type of the Initiative

Service

Category of service

Employability

Education and training, Social assistance, Employment

Summary of the Initiative

The purpose of the Lifelong Career Guidance Centres (LLCG Centres) is to provide lifelong career guidance services to all citizens based upon identified needs of clients – young people, NEETS, adults, and employed people who want to improve their careers. The centers are called in short CISOK and are established from the Croatian Employment Centre. CISOK provide services to clients based upon their identified needs and their willingness for making decisions regarding their career. The Centre provides coordinated support at different levels: coaching the clients, e-guidance, and brief assisted and individual case managed services, self-help services, knowledge bases on career guidance and staff training. CISOKs provide information on educational possibilities, possibilities for employment in Croatia and abroad, information on occupations, scholarships, accommodations in pupils' and students' dorms, the opportunity to independently search for job announcements and to use various e-tools; they also provide counseling on career planning possibilities, including workshops for development of career management skills.

For those who need more help in making career decisions CISOK counselors provide individual coaching – case managed services which include career counseling/informing. Clients are supported in making self-assessment of the needs and possibilities including individual action plan – identifying the resources and services, which will be used to make informed choice of an occupation, education, training or employment possibilities.

Besides individual coaching CISOKs organise group sessions which aim to improve career management skills and other competences needed for a successful integration into the labor market/ education/training. Counseling is organized and adjusted according to client's characteristics and needs. CISOK also offers internet based self-help sites which include self-assessment tools, occupational information, information on job vacancies, education opportunities and other information relevant for making career decisions. The centers also provide informational material in printed version, brochures, leaflets, and job descriptions.

From a social innovation perspective, CISOKs permanently meet the needs of young people, unemployed and employed people, NEETS, students, teachers and employers. Besides, different stakeholders are collaborating and sharing their knowledge, experiences and resources in order to improve the innovative aspects of the Centers' services.

Concerning levels of ICT innovation, CISOKs are an organizational innovation, facilitating and complementing the organizational mechanisms and processes of the Croatian Employment Center.

The initiative is integrated at inter-sectorial level, since it is based on a broad

	<p>partnership approach. Every CISOK is cooperating with public, private and third sector partners. Public partners are schools, universities, public sector employers and public media. Private partners are private schools, universities and colleges, and private sector employers and media. Third sector partners are non-governmental organizations, which are focusing on specific target groups, which are threatened by social exclusion like vulnerable groups.</p> <p>The initiative is integrated at funding level, since all CISOK activities are financed through regular financial funds from the Croatian employment service.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Other (increase employability)

Users & actors

Target users	13-19, 20-24, 25-29, 30-34, NEETs, Adults, Unemployed, Employed, Low-skilled
Intermediary actors	Teachers, Trainers, Other (Professional Employment Advisors; employer)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Organisational
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>From the point of view of improving the quality of services, 94% of clients report very high or high satisfaction with the services provided (on 1 to 5 Likert Scale) and find it useful for their career decision and further career path.</p> <p>An early evaluation of the initiative (Moore, 2013) indicated that the government was successful in establishing a long term vision and coherent strategy for career development and employability spanning a number of government departments.</p>
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LIFEtool - computer aided communication
(LIFEtool - Computer-gestützte Kommunikation)

<http://www.lifetool.at/home.html?L=1>

Austria, Czech Republic, Serbia

General Data	
Type of the Initiative	Service
Category of service	Social inclusion/participation Social inclusion/participation, Integrated care
Summary of the Initiative	<p>LIFEtool enables the communication and participation of handicapped people, who have difficulties in communicating with others. The counsellors of the LIFEtool team elaborate together with the affected person the best solution to allow him or her to communicate in the easiest way. The variety of possible solutions is enormous e.g. electronic communication systems, individually adapted input devices for the computer, alternative input devices, mouse-simulating devices, special software programs and environment control systems. The Diakoniewerk, a non-profit organization, has various institutions aiming at integrating handicapped people into society, like nurseries, after school care, old people's homes, workshops etc. Their insights in their daily work help and support the development of relevant ICT, its use and diffusion. In order to develop software and hardware for this specific target group, they included also end-users feedback in various ways like creating personas, use cases and scenarios, user workshops and by performing qualitative and quantitative interviews and observation. Finally, a user requirement analysis and specification of the services are created for the development of the services.</p> <p>Elements of social innovation: LIFEtool changes fundamentally the relationship between handicapped people and the general public by inventing supportive Apps, Software and Hardware. The tools enable communication with others, which is a human right for everyone. The service intends to meet the needs of the target groups, and did also integrate their knowledge and expertise in the development of the new technologies through user workshops, interviews, observations and user requirement analysis.</p> <p>In terms of ICT innovation levels, LIFEtool is a radical and transformative innovation, which focuses on the potential of handicapped people, and gives them the ability to communicate with others with the support of apps, software and hardware.</p> <p>LIFEtool is integrated on an inter-sectorial level. It is funded by the Province of Upper Austria (public), the AIT Austrian Institute of technology (non-profit) and the Diakoniewerk (non-profit), and has invented the subsidiary company LIFEtool Solutions GmbH, which is producing the Technology for them. It also got fundings from the "Verbund", the largest electricity provider of Austria and the non-profit organization "Licht ins Dunkle". Besides, it has a close research- and technology cooperation with Universities, Colleges, Associations and companies.</p>

Policy Relevance	
Recommendation Strand of the	Active inclusion

Social Investment Package (SIP)	
Policy objectives of the SIP: Service provision	Access & take-up
Policy objectives of the SIP: Beneficiaries	AHA / independent living, Social inclusion, Other (increase the communication skills of handicapped people)

Users & actors	
Target users	Physical disabilities, Mental disabilities
Intermediary actors	Trainers, Other (multidisciplinary team of pedagogues, psychologists, technicians and researchers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>LIFETool aims to enable communication for handicapped people, and is therefore integrating disabled people's specific requirements and needs in the development of apps, software and hardware. Personas, Use Cases and Scenarios, where user profiles, procedures, process and realistic stories are defined and visualized as mock-ups, are used to conceive every product. These consultation process serves as a basis for the User Centered Design approach. Then, User workshops are organised in order to collect further valuable input and evaluate new products and services together with the users in discussion rounds, brainstorming and focus groups. Results of qualitative and quantitative interviews and observations conducted with users are also used at this stage. Finally, user requirements illustrate all the demands, needs and tasks of the users collected through the above-mentioned analysis. These activities result in a detailed documentation and specifications for the downstream phases of the future services. The Hardware has been tested externally in order to meet the strict requirements of medical products. The wireless mouth-controlled computer mouse "IntegraMouse Plus" is currently used by approx. 2.000 users worldwide. The LIFETool Apps from the Apple Store has been downloaded around 7000 times, and 90 private persons have installed LIFETools software products.</p> <p>According to internal surveys, the capacities and communication skills of handicapped people using LIFETool technologies have improved, and particularly when training and counselling are provided together with the tools.</p>

Lithuanian Labour Exchange

(Lietuvos darbo birža)

<http://www.ldb.lt/en/Information/Pages/default.aspx>

Lithuania

General Data

Type of the Initiative

Service

Category of service

Employment

Employability, Social inclusion/participation

Summary of the Initiative

Lithuanian Labour Exchange (LLE) is an institution under the Ministry of Social Security and Labour in charge of implementation, together with territorial units, labour market and employment support policy. The activity of the institution is organized in accordance with annual activity plans approved by the Minister of Social Security and Labour. The LLE offers their customers one of the largest databases of job vacancies and jobseekers in Lithuania, which is constantly updated. E-services were implemented in 2004 and enhanced in 2011 because of the European Social Fund funding and in collaboration with external experts, with a view of providing users with convenient centralized access to automate job search and selection of suitable candidates 24/7. Since 2011, further to submit their CVs to relevant employers, job-seekers can register, prepare an initial individual plan, access interactive counselling services, receive information, create and edit their CV online. PES offices' specialists give higher priority to the use of e-services for prepared and motivated jobseekers (persons who have the necessary job search skills, know what job are they looking for and have the skills required) in job search. This model provides opportunities for jobseekers to create and edit their CV's, send them to the employer, submit and receive job offers, search for jobs according to the chosen criteria, subscribe to e-mail, communicate directly with a PES specialist and use e-services extensively for these activities. Using this model for the first 3 months jobseekers are only provided with LLE services remotely (e-services). If they fail to find a job in the first three months, face-to-face services are offered together with e-services. The demand for e-services has been growing steadily since 2004 in all target groups: between 2005 and 2008, numbers of users registered online increased 41 times, and between 2009 and 2013 37.000 job-seekers had registered. In 2014, there were 184.200 e-service users, out of which 56.000 were new e-services users. Employers registered 91.000 vacancies and jobseekers posted 77.000 CV's. Over the year, 1.5 million users visited the website. The re-launch of e-services in 2011, accompanied by adequate training for LLE employees has led to remarkable results in terms of increased access to services, user satisfaction with services, employment and savings for the public sector.

There are 3 persons working at the National IT division, who are responsible for counselling e-services users by phone or email and resolving small technical/administrative issues on the go. All mediators/counsellors in every single territorial office of the Lithuanian Labour Exchange have their own access to data, which is related to the activity of registered users on the e-services portal.

The platform presents disruptive levels of IT innovation, allowing employees to deliver counselling services online according to the users' needs and freeing up face-to-face time for the hardest to reach job seekers. From a social innovation point of view, the

	initiative permanently addresses the needs of the most motivated job-seekers as well as those of most employers and allows LLE employees to concentrate on the most disadvantaged users. Concerning levels of governance of service integration, the initiative falls in the intergovernmental category, ensuring collaboration between national and local governments. As for typologies of service integration, the initiative is integrated at both funding, organisational, administrative and delivery level.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	Unemployed
Intermediary actors	Other (Public employment service workers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>The following benefits have been identified:</p> <ul style="list-style-type: none"> - Increased quality of services: in 2011 a survey on the use of e-services was conducted: results showed that only 33% of users rated “very good” available e-services, whilst 30 % considered them mediocre or bad and 19% had never even tried to use them. As a result, the platform went through a major restructuring: in 2013 the number of registered users was 79 % higher than in 2012 and most users were satisfied with the service. This positive trend has continued in the last few years: user satisfaction level has grown from 45 % positive feedback in 2014 up to 63 % in 2015 (this is calculated as a unified measure both for job-seekers and employers). On the other hand, number of e-service users (jobseekers and employers) has increased either: the total number of users who have actively used any of publicly available e-services for registered users within the last year is 114,000 – that is 30 percent more, compared to that in year 2014 (was 79,400). - Facilitate inclusive labour markets and self-employment: 45% of jobseekers

registered via internet were re-employed within 3 months, and most jobseekers were re-employed within 7.5 months on average. The good performance was a result of both the trainings on e-employment services provided by the LLE specialists and the increased sophistication of the platform's matching system.

- Increased access and take up of services: surveys in 2012 showed that users lacked information about e-services. As a consequence, the LLE specialists started to constantly organize communication campaigns as well as e-service training for users according to their computer literacy level. As a result, the number of registered users rose by 79 percentage point from 2012 to 2013.

- Increased productivity of the LLE employees: the increase in users' awareness, activity and independence in relation to e-services determined the decrease in the demand of face to face and telephone service channels (around 11.6000 personnel work hours were saved in 2014), and therefore personnel time expenses, whilst freeing-up case workers time for the most hard-to-reach clients.

Lithuania's e-Citizen - Windows to the Future

(www.epilietis.eu - Langas ateitis)

<http://www.epilietis.eu/index.php/about-the-project>

Lithuania

General Data	
Type of the Initiative	Service
Category of service	<p>Social inclusion/participation</p> <p>Education and training, Social assistance, Civic engagement</p>
Summary of the Initiative	<p>The Lithuanian e-Citizen initiative was launched in Lithuania in 2010 by "Window to the Future", an association of leading Lithuanian companies co-funded by the European Social Fund, which was created with the mission of collaborating with government and local authorities to promote digital literacy and inclusion. Through the web-based platform www.epilietis.eu, free online education and training courses on basic IT skills are provided, aimed at familiarising citizens with public and private e-services, encouraging them to use these e-services. The portal's online learning materials have been tested and designed to meet peoples' different levels of IT competencies and learning needs. Some of the online courses also focus on reaching specific target groups including older people, unemployed people, people with disabilities, low-income families, women, and people living in rural communities.</p> <p>In terms of benefits, since 2010 the Lithuanian e-Citizen initiative has increased digital skills, knowledge and inclusion of 21,000 users, 75% of whom were women, 53% long-term unemployed and 20% residing in isolated rural communities. User feedback reports 70% satisfied with the website contents, and 80% of users rated the initiative as useful/very helpful to favour access and use of e-services.</p> <p>The Lithuanian e-Citizen initiative is a need-driven and outcome-oriented innovation, intended to meet the need for basic IT skills training, in order to include more Lithuanian citizens in society and the labour market through available public and private e-services. It also uses an open-process of co-creation, as end-users and other stakeholders (web developers, civil servants, "Window to the Future" staff) participate in the development, implementation, and adoption of the online education and training services.</p> <p>The initiative is a disruptive/transformational innovation, using ICT in the form of interactive online learning courses and feedback/assessment modules hosted on a centralised online database to provide education/training services to the most digitally excluded citizens in Lithuania (e.g. unemployed, disabled, older people) in a way that would be impossible with non-ICT modes.</p> <p>The initiative is inter-sectorally integrated at the level of service delivery and funding, operating through multiple delivery/funding partnerships led by "Windows to the future", bringing together the Lithuanian Labour Exchange, the Society for the Physically Disabled of Lithuania, and 35 municipal public libraries in Lithuania.</p>
Policy Relevance	
Recommendation Strand of the	Active inclusion, Investing in people

Social Investment Package (SIP)	
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	General, Elderly, Women, Families, Physical disabilities, Mental disabilities, Unemployed, Low-skilled, Low-income, Other (People living in rural communities ; people with low digital skills)
Intermediary actors	Youth workers, Social assistants, Social workers, Volunteers, Teachers, Trainers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The Lithuanian e-Citizen initiative contributes to the SIP objective of promoting active inclusion strategies, by using an online education and training platform to increase Lithuanian's citizen's digital skills, knowledge, and inclusion.</p> <p>From the point of view of promoting active inclusion interventions focusing on the most distant from the labour market and of promoting social inclusion through education and training, the initiative succeeded in increasing skills and employability of some of the most hard to reach groups of people in the country: 75% of the over 21,000 people using e-Citizen's online courses were women, 53% long-term unemployed, and about 20% resided in rural areas.</p> <p>In terms of service quality and sustainability/productivity, feedback from users was very positive, with an online poll recording that 70% of them were satisfied with the website content, as well as thousands of positive messages on the content and learning opportunities that the portal provides. User survey results showed that the training contributed not only to raise students' IT skills, but also their capacity to look for a job on the internet and use available public and private e-services, with more than 80% of participants rating training as 'useful' and 'very helpful'.</p> <p>From the point of view of increasing access and take up of services the survey showed that participants use more often and more confidently available e-services after completing the course, and particularly concerning employment services and e-learning.</p>

Little Bird

(Little Bird)

<http://business.little-bird.de>

Germany

General Data

Type of the Initiative

Service

Category of service

Childcare

Childcare

Summary of the Initiative

Little Bird is Germany's first eGovernment solution with an interactive process mapping out the entire range of administration functions for allocation of childcare services. Little Bird can be easily integrated into any administrative structure, and it offers substantial interactive features such as navigation, transparency, and control. It can be integrated in child-minders and privately run childcare places, even in the very early stage of the concept. The conception of the service has also considered the requirements of local municipalities throughout Germany and could be easily customized to meet the municipalities needs. The allocation of childcare places is administrated in a transparent and effective way, and allows also an interactive participation of parents. The qualitative feedback from providers and families on the website show the efficiency of the service. Internal statistics and the rising numbers of interested municipalities and other providers indicate that the service has been well received since its implementation. The external study from the "Fachhochschule für öffentliche Verwaltung – Zweigstelle Dortmund" (in English: Advanced Technical College for Public Administration in Dortmund) in 2009 states that, compared with other initiatives in Germany, Little Bird is the most efficient solution in order to meet the needs of the beneficiaries. They performed a cost-benefit analysis, a cost-effectiveness analysis and a capital value method.

Little Bird got different prizes and awards (<http://business.little-bird.de/aktuelles>) like the "Finalist Deutscher Gründerpreis" (2015), the Saxonian innovation prize "KOMMUNOVUM" (2014), the "Ausgezeichnete Orte im Land der Ideen" (2013/2014), "Urban Solutions' Pitch 2012", and was nominated for the European Public Sector Award EPSA (2011).

Elements of Social innovation: Little Bird aims to meet the needs of families, government, public and private providers by monitoring and allocating in a transparent way the kindergarten places of children. The integration of the knowledge from relevant actors and stakeholders improved the outcome of the service, which could be integrated now in each local setting easily.

In terms of ICT innovation, Little Bird is a sustained and organizational ICT-enabled social innovation, which improves organizational and administrative processes of the kindergarten's place allocation. Providers can plan and monitor their resources on demand; families get an overview of all childcare services (privately and publicly owned) and the available vacancies for child care services. They have also the opportunity to participate in the process interactively. Public administrations get an overview of spare capacities or surplus demand in the childcare sector and can optimize internal administrative processes and administrative costs.

Little Bird is integrated on an inter-sectoral level and facilitates the collaboration

	<p>between government, providers and non-profit organizations.</p> <p>Integration occurs at the administrative and delivery level: Little Bird supports administrative processes and the allocation of kindergarten places, and offers centralized information about each kindergarten place.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Children / Early childhood ed. & care

Users & actors

Target users	0-5, 6-12, Women, Families, Parents, Fathers, Mothers
Intermediary actors	Other (government, service providers such as municipalities, independent sponsors, churches and kindergartens)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>Little Bird increases the productivity of childcare places' allocation and is currently implemented in 60 German municipalities. In 2015 it will be integrated in other 25 municipalities and is used since 2009 by approx. 86% of parents. The municipalities and other providers buy the service and offer it cost-free to families. Testimonials from parents and providers on the Little-Bird-website show that for the providers efficient planning and monitoring of their resources is now possible without much administrative effort; and more time is left for other important activities. The parents get informed at least 3 years in advance if their child get an kindergarten place and can plan their career start accordingly.</p> <p>The external study from the "Fachhochschule für öffentliche Verwaltung – Zweigstelle Dortmund" (in English: Advanced Technical College for Public Administration in Dortmund) under the special direction of Prof. Dr. Volker Hassel in 2009 found that compared with other initiatives in Germany, Little Bird is the most efficient solution in order to meet the needs of the beneficiaries. They performed a cost-benefit analysis, a</p>
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cost-effectiveness analysis and a capital value method.

Long Live the Elderly!

(Viva gli Anziani!)

<http://www.vivaglianziani.it/> ; <https://www.changemakers.com/innovationinageing/entries/long-lives-elderly>

Italy

General Data

Type of the Initiative

Service

Category of service

Integrated care

Social assistance, Social inclusion/participation, Independent living, Prevention, health promotion and rehabilitation

Summary of the Initiative

"Long Live the Elderly" is an ICT enabled social innovation addressing the dangers of social isolation and mortality for older adults (75+) living in Rome, Italy. The main objective of the programme, implemented by the Comunità di Sant'Egidio in collaboration with the Italian Ministry of Health, the Lazio Region and the Municipality of Rome, is to address the needs of integrated health and social care and to prevent emergency situations for older people by contacting, monitoring, and supporting them by means of providing immediate response to their requests and strengthening social networks, with a view of reducing hospital admissions and mortality through early intervention and prevention. The initiative is based on involving the community of care (volunteers) in providing help to older people registered in the programme. The ICT based initiative is using mobile telephony, a dispatch centre and a mapping of the district networks to facilitate interaction between the elderly and volunteers and allow elderly to access different social activities. The programme trains volunteers to contact older adults initially by telephone to offer social support, and strengthen contacts with social networks (family, neighbours, watchmen, shopkeepers) to prevent loneliness. It offers social support, particularly to older people living alone, so that when circumstances change (e.g. health crisis, heat wave) older adults know where to find help. In addition, volunteers refer patients to professional health and social workers when needed. By involving the community of care in the service provision the initiative contributes to enabling an open process of co-creation of services.

The role played by ICTs is key in the service delivery, the initiative contributing to a new way to deliver services to the older population. The ICT component of the initiative consists of:

- (i) ICT-enabled tele-monitoring services and home-based social care and health services in collaboration with public service providers;
- (ii) a centralised online database and dispatch service holding information and contact details for both volunteers and older adults addressed. The programme has collected records/details for more than 7,000 older adults into a Community of Sant'Egidio database for monitoring purposes; and
- (iii) a centralised ICT-enabled call centre that has specifically trained operators and a detailed map of the district networks.

The disruptive ICT-enabled service, the Long Live the Elderly! Programme, has so far engaged over 500 volunteers to provide support to around 15,000 older adults on a regular basis. The initiative is made possible through an inter-sectoral partnership between the municipality of Rome, the authorities of the Lazio region and other third sector organizations, like the community of Sant'Egidio. The initiative is integrated at

	the level of delivery, organisation and funding, benefitting from multiple sources of finance, such as public, European, crowd funding and private and individual donations.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, Social inclusion

Users & actors	
Target users	Elderly
Intermediary actors	Social workers, Volunteers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>From the perspective of improving access and take up of services, and reducing the costs of the public care services, an evaluation report of the “Long Live the Elderly!” initiative dated July 2015 mentions that so far the programme had 10.751 beneficiaries, residents of the Testaccio, Trastevere, Esquilino, Mont areas of Rome. In the provision of services 12.853 social actors were involved: volunteers, doctors, social workers, nurses, etc. The initiative resulted in 323.755 interventions triggered by 286.465 phone calls placed and over 32.729 home visits. 4.964 older adults residents of Rome are currently provided with integrated health and social services.</p> <p>An assessment of the initiative made in July 2015 declares that due to the provision of the services the older adults from the 4 neighbourhoods of Rome where the services are provided need less hospitalisation and recover sooner compared to other elderly people living in Rome. The report mentions that the costs of hospitalization have been reduced by 10% thanks to the intervention and that the older people taken care of through the “Long Live the Elderly!” initiative arrive in hospital with less urgent matters, thanks to the prevention and early detection provided by the programme.</p> <p>Moreover, the service is strongly appreciated by 98% of users.</p>

Luovi Vocational College

(Ammattiopisto Luovi)

<https://www.luovi.fi/en/>

Finland

General Data

Type of the Initiative

Service

Category of service

Education and training

Education and training, Social inclusion/participation

Summary of the Initiative

Luovi Vocational College constitutes the largest provider of vocational and educational training (VET) services in Finland for people with special needs. The first college was established in 2007 in Oulu, and the network of Luovi Vocational Colleges now operates in 20 locations nationwide, employing a total of 850 staff in education, training, management, and administrative roles across the network, with Luovi's headquarters based in Oulu. At Luovi Vocational College, students study towards an occupation in small groups, with an emphasis on practical skills and learning aspects, supported by personal instruction and teaching. Luovi offers 4 main VET services: (i) upper secondary vocational education and training in varied fields: Culture, Natural resources and environment, Natural Sciences, Social sciences, business and administration, Technology, communication and transport, Tourism, catering and domestic services; (ii) VET courses preparing students for work and independent living, including studies in interaction, life skills, and social capabilities, and studies in vocational work including woodwork, textiles, food management, catering, property, cleaning, and office work; (iii) Continuing VET courses, for adults wanting to develop, update, and supplement their existing vocational competencies, including skills development programmes and short-term skills courses; and (iv) ICT-enabled e-learning services, so that geographically isolated students or students with physical/movement impairments can study at home. On average, Luovi Vocational Colleges provide initial VET services to 1,470 students each year, and continuing VET services to 1,000 students each year. Results in both students' increased quality of life, educational attainments and employability have been impressive.

Luovi Vocational College is a need-driven and outcome-oriented innovation, intended to meet the needs of people with special needs in Finland for vocational education and training services that increase their employability, social inclusion, and quality of life opportunities over the long-term.

In terms of ICT-enabled innovation potential Luovi Vocational College is a disruptive innovation that has developed and implemented new forms of e-learning for Luovi College students using ICT-based individual communication environments and possibilities, as well as innovative learning materials, student assessments, and criteria for vocational educational training (VET). In particular, Luovi Vocational College has developed an innovative visual communication system to deliver vocational special needs education and training services outside the college and in students' homes. These e-learning activities currently involve 10 staff members, students with severe disabilities, and project partners in Eastern Finland.

Luovi Vocational College is inter-sectorally integrated, receiving funding from the Finnish Ministry of Education and Culture. Luovi Vocational College is also integrated

	at the level of delivery, with VET service delivery supported by carers, service providers, researchers, and employers.
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / intermediaries, Social inclusion

Users & actors

Target users	Physical disabilities, Mental disabilities
Intermediary actors	Social assistants, Social workers, Teachers, Trainers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>The College's mission consists of providing beneficiaries not only with a first class education and employment opportunities, but also to improve their overall quality of life. This is achieved by offering personalised support and welfare services before, during, and after the courses, delivered by multi-disciplinary teams of professionals from different organisations. Progress in students' wellbeing is measured according to the QOLIS (Quality of Life Impact of Services) method, through a 55-question questionnaire that investigates different dimensions including interpersonal relations, self-determination, emotional wellbeing, physical well-being, citizenship, rights, and employability. Luovi scores particularly high on employability, with over 80% of users showing progress in the employability dimension. This is confirmed by the annual surveys registering the employment situation of former students: in 2013 for instance, over 30% of students who completed a Vocational Qualification Course found a job in the labour market; 34% found another (subsidized or voluntary) job; 14% found another job-placement; 5% continued to study; and only 17% were unemployed. Assessment results are used to improve the school's performance by providing targeted training to teachers and advisers.</p>
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Magnolia Place Community Initiative

(Magnolia Place Community Initiative)

<http://www.magnoliaplacela.org/>

United States of America, Other (Los Angeles)

General Data

Type of the Initiative

System

Category of service

Childcare

Childcare, Social care

Summary of the Initiative

The Magnolia Place Community Initiative is a voluntary network of 70 organisations active in a five-square mile (500 block) area near downtown Los Angeles, United States with a population of 110,000 people. While the organisations are extremely varied in size and area of expertise, they all share a commitment to create sustainable and positive change for local families by providing first-class services to their children. This is achieved by empowering individuals and families through interaction and networking with other members of the community, as well as by offering coordinated, personalised, and integrated welfare services. Such an approach is enabled by a tailored performance management system designed by the UCLA's Center for Healthier Children, Families and Communities. The platform allows users to display monthly measurements on key indicators to track progress in care processes of multiple organisations and sectors. Monthly data are collected through surveys administered by network partners including physicians, child care programs leaders, case workers, volunteers etc. The data are then converted into easy-to-read monthly reports, shared and discussed with a view to identify problems or unaddressed needs and to re-orient actions for improved results. In terms of benefits, MPCCI has achieved community improvements in social connections, concrete support, and resilience through online and face-to-face networked community support, although MPCCI has fallen short of their initial ambitious impact targets.

MPCCI is a need-driven and outcome-oriented innovation, intended to provide community care for families and their children in Magnolia, Los Angeles. MPCCI relies on an open process of co-creation, supporting families through a collaborative network of 70 non-government and government organisations, which is actively creating public value through "collective impact" in the Magnolia area.

MPCCI is a disruptive/transformational innovation, that uses ICT in the form of an online social networking platform to provide more holistic social/child care in the community. MPCCI's network members form subsets of partnerships to accomplish specific project initiatives and utilize a web-based group-site as a vehicle for centralized communication and planning in addition to face-to-face meetings (www.magnoliaplacenetwerk.groupsites.com/main/summary). This group-site offers access to discussion forums, group blogs, email blasts, a shared calendar, and shared files and documents.

MPCCI is inter-sectorally integrated at all levels of service funding, organisation, administration, and delivery, as MPCCI's network of 70 organisations include government and non-government organisations, schools, universities, police departments, social enterprises, businesses, and charities.

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion, Children / Early childhood ed. & care

Users & actors	
Target users	0-5, 6-12, 13-19, Families
Intermediary actors	Youth workers, Social assistants, Social workers, Volunteers, Teachers, Trainers, Formal carers, Informal carers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>MPCI is addressing SIP objectives of modernising social protection systems and investing in individuals throughout their life, by increasing the productivity, sustainability, cost-effectiveness, take-up/access, and quality of community care services for families in Magnolia, Los Angeles. MPCI is one of the largest and best known examples of “collective impact” experiments ever attempted so far. In spite of the fact that the initiative has certainly succeeded in creating a sense of community and better coordination of available services, as well as deeper knowledge of the issues at stake, it must be noted that the set targets in terms of educational attainment and social skills for the 35,000 children living in the community has not been achieved so far, even though improvements have been witnessed on different indicators (and particularly on frequency of contacts with case workers and community members and take-up of available services).</p> <p>In terms of documented/proven benefits, the MPCI Dashboard monitors resident experiences and trends in the community overall and in particular Magnolia Initiative partner settings. A publication by Bowie and Inkelas (2014) on 'What Counts: Using Data to Drive Change in Complex Community Systems' shows an improvement in Care Process measure, which assesses the extent to which organizations are carrying out the work that the Initiative partners believe will improve outcomes. Between 2011 and 2013, this Care Process measure increased from 66% to 100% among family support</p>

programmes. In addition, results from MPCl's biannual survey (2013) of community residents that assesses protective factors: social connections, concrete supports in times of need, and individual resilience, shows that sample measures achieved 64% of people had at least one neighbour with whom they could discuss personal problems; 58% of respondents could get medical care when needed; and 59% found they were more flexible when life does;t go as planned thanks to the MPCl initiative. In terms of increasing networked connections between community members, the online network forum (www.magnoliaplacenetWORK.grouPsite.com/main/summary) lists 250 group members, 14 workgroups, 194 blog posts, 538 open discussions, 73 photos, and 1102 downloadable files currently hosted on the forum.

Make it easy: a co-construction platform to modernise public services

(Faire-simple)

<http://www.faire-simple.gouv.fr>

France

General Data

Type of the Initiative

Service

Category of service

Civic engagement

Civic engagement

Summary of the Initiative

The collaborative web platform Faire-simple.org was launched in 2013 by the General Secretariat for the modernisation of public action (SGMAP) in France, to promote citizens' consultation and active participation in shaping government regulatory action. The platform aims at modernising public action by integrating the eParticipation concept in the creation or improvement of public services. It allows individuals, state officials and private companies to exchange ideas, make suggestions for improvement, comment on proposals from other citizens and organisations, and co-create projects and solutions targeting the simplification of the public administration. Working groups and workshops can be opened online and people can discuss through forums, forms and comments. The debate can be public or private (i.e. specific to a certain public administration). An "Implemented measures" area contains all the measures implemented as a consequence of the activities on the website. The Platform was very successful in engaging citizens: over 7.000 people took part to the three months consultation launched last summer on how to simplify access and take up of public services, submitting 2024 ideas, out of which 40 were adopted and are now in the process of being implemented. A further 40 simplification measures put forward by citizens were adopted in October 2014, ranging from applying on line for public contribution for students' accommodation or for social housing, to developing an on-line tool to calculate benefits entitlements, to enrolling children into school online, to automatize the renewal of complementary health benefits for elderly people entitled to it. The initiative presents disruptive levels of IT innovation, and social innovation is acting as a game changer: civil servants, citizens, businesses and civil society organisations are cooperating to implement single initiatives/services, as well as to propose or emend legislative measures aiming at simplifying access to public services or reducing red-tape. The results of these collaborative efforts are assessed by policy makers in charge of the legislative actions, and feedback is provided to proposers every 4 to 6 months. Afterwards, updates on the state of implementation of each adopted measure are regularly provided, enhancing transparency and creating public value. The initiative presents pervasive levels of service integrations, as members of different departments and levels of government, as well as organisations, businesses and citizens can collaborate (including in restricted, private groups) according to the problem faced.

Policy Relevance

Recommendation Strand of the

Social protection, Investing in people

Social Investment Package (SIP)	
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	General, Public sector employees
Intermediary actors	Other (Public sector employees)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative
Levels of governance of service integration	Pervasive

Outcomes	
Main benefits delivered	<p>The platform enhances civic participation and transparency, allowing to assess citizens, organisations and civil servants' needs and to crowd-source solutions bringing together all the stakeholders. Good results have been achieved so far in terms of involving citizens in the process of designing better services, with the scope of widening access and take-up as well as cost effectiveness of services.</p> <p>Out of the 142 simplification measures targeting citizens included in the French Government Simplification agenda (which currently counts 350 measures), 80 were suggested by citizens, who presented over 2.000 proposals, mainly in the e-service domain.</p> <p>In addition, from the point of view of facilitating cooperation between public service providers, more than 20 innovative projects addressing social issues has been designed by using " La fabrique de solutions", including new designed forms adapted to disabled people, new e-tools for policemen, new design for tax administration websites etc.</p>

Mattecentrum

(Mattecentrum)

<http://www.mattecentrum.se/>

Sweden

General Data

Type of the Initiative

Service

Category of service

Education and training

Education and training, Employability, Social inclusion/participation, Civic engagement

Summary of the Initiative

Founded in 2008 by Ashoka Fellow John Wendt, Mattecentrum is a non-profit organisation that provides free maths teaching/tutoring services to pupils and students (aged 9-19) in Sweden, Denmark, and Norway. There are 2 main services: face-to-face tutoring; and an online learning platform. Mattecentrum's main operations are in Sweden, where Mattecentrum organises 90 face-to-face tutoring sessions a week attended by 4,800 students per month across 27 cities, thanks to the voluntary work of 450 teachers (students, professionals, and seniors) with a background in engineering, maths, and science. Mattecentrum's online learning platform (www.matteboken.se) provides video tutorial and online learning materials to 200,000 students per month. In Denmark, Mattecentrum operates face-to-face tutoring sessions in 4 cities, attended by 900 students a month, supported by 80 volunteers. Mattecentrum also launched an online learning platform dedicated to students in Denmark - www.matematikcenter.dk; Norway (Matte Senter - Matematikkboken.no); and a new platform to introduce children (aged 9-13) to computer programming (www.kodcentrum.se). In terms of benefits, the Mattecentrum initiative creates social change by providing a free, high-quality maths education/training service to students who cannot afford to pay for private lessons. Around 50% of the 200,000 children supported every month by the platform come from immigrant backgrounds (e.g. 16% speak Somali), and both the online platforms and the face-to-face sessions are conceived as a tool of integration as well as a learning opportunity. Mattecentrum's volunteer-led and online model has proved highly sustainable and cost-effective, at an average operating cost of €6 per child per year. Mattecentrum is a need-driven and outcome-oriented initiative, intended to improve the quality and accessibility of maths education services for young people in Sweden, Norway, and Denmark. Mattecentrum uses an open process of co-creation, as volunteer teachers, trainers, students, and technology service providers collaborate to develop, implement, and adopt Mattecentrum's face-to-face and online education services. Mattecentrum is creating public value by increasing education and social/labour market inclusion opportunities for more young people, and particularly those from migrant communities (50% of students).

Mattecentrum is a disruptive/transformational innovation, using ICT in the form of online learning platforms and social networks to create new mechanisms for delivering maths education/training services to young people.

Mattecentrum is inter-sectorally integrated at the level of funding, with Mattecentrum receiving annual funding from the Swedish National Board for Youth Affairs and the Swedish Department for Education (€875,000 in 2013), as well as private sector sponsors (e.g. NCC, ABB, PWC, and Danske Bank); pro-bono partners (e.g. White and Case, Andren and Junga, Protea Leadership, Podio); corporate supporters (e.g. Volvo,

	Accenture, Reach for Change); third sector funds and foundations (e.g. Ekman Foundations, Åhlen Foundation); and individual donors.
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors

Target users	6-12, 13-19
Intermediary actors	Youth workers, Volunteers, Teachers, Trainers

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>Mattecentrum is contributing to SIP policy objectives of implementing active inclusion strategies and investing in individuals throughout their life, by increasing the productivity, sustainability, access/take-up, cost-effectiveness, and quality of maths education services for young people in Sweden, Norway, and Denmark.</p> <p>In terms of productivity and access/take-up of education services, Mattecentrum helps over 200,000 children and young people with maths every month - equal to 17% of all young people aged 9-19 years in Sweden, with 4,800 students attending face-to-face tutoring sessions every week, and over 200,000 people use the matteboken.se site each month, with online maths book receiving 1.5 million views and online videos receiving over 4 million views to date. The focus on scientific subjects responds to a precise market need, therefore increasing students' future employability.</p> <p>In terms of sustainability and cost-effectiveness of education services, Mattecentrum provides education services completely free to students, thanks to corporate funding, grants, sponsorship, donations, and the support of over 450 volunteer teachers who contribute their skills, time, and knowledge for free. This model enables Mattecentrum to operate at a cost of only €6 per child per year.</p> <p>In terms of social inclusion benefits, both the online platforms and the face-to-face</p>
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sessions are contributing to facilitate integration of children with immigrant background, who represent around 50% of the service users, with 16% of users speaking Somali as a first language.

In terms of service quality, Mattecentrum run yearly surveys among students to grade both their own progress and satisfaction with the service. In 2014, on a scale from 1 to 4 Mattecentrum scored 3.78 on the statement “Mattecentrum’s study sessions have helped me”.

MedCom

(MedCom)

<http://www.medcom.dk/wm109991>

Denmark

General Data

Type of the Initiative

Service

Category of service

Integrated care

Integrated care

Summary of the Initiative

MedCom was established in 1994 as a public funded, non-profit cooperation with the mission of building a connected health data network allowing all the actors in the Danish healthcare system to communicate in an effective and secure way to support good patient progression. In 2013, the average number of communications exchanged through the network was about 6 million messages per month. Since its establishment, Medcom has worked according to project periods of 2-4 years, based on the national e-Health strategy. In 1999, a financial agreement was reached between the counties and the central government, turning it into a permanent programme. In 2011 the organisation's profile was further enhanced thanks to a financial agreement between the central government and regions. As highlighted by a JRC report, Medcom "is a rare example of active efforts to improve cooperation between the healthcare and community and social care systems. Hospitals and diagnostic services receive and send information that is more consistent, and so can be more efficient and responsive. They can also be more confident about the reliable data standards included in their eHealth applications". Thanks to the MedCom data-network, hospitals, municipalities, GPs, home-care service providers and social workers are all connected, which not only allows for higher quality and personalisation of care, but also for considerable savings for the public sector. The IT infrastructure supports, among others, the following services:

- Since 2009, telemedicine is being made possible for patients in need of home-care thanks to a cross-sectorial national video infrastructure,
 - A Common Chronic Patients Data has been created in 2012 to provide IT support for the implementation of the Danish Health and Medicines Authority's process model for patients with a chronic conditions,
 - Rehabilitation plans are constantly shared by hospitals and municipalities to facilitate discharge processes and home-care
 - In 2013, the Clinically Integrated Home Monitoring project has been launched, and a collecting platform, OpenTele, has been developed to collect and manage clinical measurements in the patient's home. The platform also offers video support allowing direct dialogue between patients and their carer at the hospital and in the municipality.
 - In 2014-2015, the following flagship projects are being implemented: in the framework of the national telemedicine action plan, MedCom is responsible for Clinically Integrated Home Monitoring, deployment of tele-psychiatry and the deployment of tele-medical ulcer assessment. In addition, further initiatives will be implemented in the field of psychiatric and social services to provide better home-care to beneficiaries.
- MedCom presents radical levels of IT innovation, since the massive use of ICT is not only allowing to deliver new and better services, but is also changing the relationship

	<p>between practitioners across different sectors, disciplines and levels of government, whilst empowering patients to become increasingly active in managing their care. From a social innovation perspective, the initiative has allowed to create open network of innovation, involving both end-users and intermediaries in the design, implementation and evaluation of solutions. Concerning levels of governance and types of service integration the initiative is pervasive, involving the Central government together with regions, municipalities and, increasingly, private and third sector organisations at all levels.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living

Users & actors

Target users	General, Elderly, Physical disabilities, Mental disabilities
Intermediary actors	Social workers, Formal carers, Paid assistants

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Pervasive

Outcomes

Main benefits delivered	<p>From the point of view of increasing the long term sustainability of social protection systems, through raising care workers productivity and services cost-effectiveness, net economic benefits generated by MedCom are estimated to exceed €75m on an annual basis by 2008.</p> <p>Effective and efficient communication between health and social care professionals translates to over 95% of the direct gains going to care providers.</p>
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MENTE

(MENTE)

<http://menteheadband.com/what-is-mente/>

Malta

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Social inclusion/participation

Summary of the Initiative

Mente - Brain Music System App is a neurofeedback device and software developed by Maltese impact business AAT and designed for being safely and autonomously used at home by children with autism. The device was created to help autistic children to be more in touch with their surroundings, to overcome learning difficulties and improve communication skills in order to favour their integration in society. The Mente device operates as a headset that creates personalised binaural beats which have a therapeutic effect for people with autism by decreasing their delta brainwaves to help them relax and focus. Paired with the Mente headband, the Mente software application available for mobile devices (Android, iOS) and PC, is positively impacting on the life of autistic users and their parents. The Mente headband analyses the components of an electroencephalography (electrical activity recorded along the scalp) output from a user's brain and converts it into music with therapeutic effect on a range of clinical conditions such as epilepsy, attention deficit, hyperactivity and locked-in syndromes. In terms of benefits, positive feedback from children and parents as well as clinical trials have demonstrated that the Mente tool has a positive effect on autistic users, enabling them to be more in touch with their surroundings by 500 per cent. Patients experience longer time frames of actual learning, longer attention spans, increased relaxation and improved communication skills, and therefore a better quality of life and more satisfying interactions with their parents, teachers and friends.

Mente is a need-driven and outcome-oriented innovation, intended to meet the need of autistic children and their carers for easy-to-use, effective, home-care technologies that helps them to relax, focus, and engage in their surroundings.

Mente is a disruptive/transformational innovation, using ICTs in the form of a 4-channel electroencephalography headband, 16 virtual channels, 5 sensors, wifi, and Mente's software accessible from mobile devices or PCs to create music (binaural beats) that help calm and focus autistic children, thereby using a new delivery system that would be impossible through non-ICT modes.

Mente is not integrated with government operations, but is instead operated by the private neurological research/development company AAT Research in Malta, who collaborate on research/clinical projects with universities, research organisations, medical centres, charitable foundations and NGOs (University of Malta, Università degli Studi di Milano, Inspire Foundation, Malta College of Arts, Science & Technology, Cardiff University, University of Alicante, Onorach, SINTEF). Mente and AAT Research also have a global network of sales partner to sell and distribute Mente, currently in Norway, Sweden, Finland, Germany, Italy, Iraq, Saudi Arabia, Oman, India, Sri Lanka, China, and South Korea.

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion, Children / Early childhood ed. & care

Users & actors	
Target users	0-5, 6-12, 13-19, Families, Mental disabilities
Intermediary actors	Formal carers, Informal carers, Other (Sales/distribution partners)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Isolated

Outcomes	
Main benefits delivered	<p>AAT Research's Mente initiative/product is contributing to SIP policy objectives of active inclusion strategies and investing in individuals throughout their life, by increasing the access/take-up and quality of care services for children with autism in Malta and in other countries where their Mente product is sold. AAT Research's overall mission is to develop "affordable medical technologies to improve the quality of life for people suffering from neurologically-based conditions". In the case of MENTE, the benefits of the initiative are proven/documentated in qualitative terms of positive feedback from children and parents as well as clinical trials, which demonstrated that the Mente tool has a positive effect on autistic users, enabling them to be more in touch with their surroundings by 500 per cent. Patients experience longer time frames of actual learning, longer attention spans, increased relaxation and improved communication skills, and therefore a better quality of life and more satisfying interactions with their parents, teachers and friends.</p>

Milestones of Normal Development in Early Years

(Milestones of Normal Development in Early Years)

<http://www.mondey.de>

Germany

General Data

Type of the Initiative

Service

Category of service

Childcare

Childcare, Education and training, Prevention, health promotion and rehabilitation

Summary of the Initiative

MONDEY is a web platform created in 2008 by the Psychological Institute of the University in Heidelberg (Germany), Department for Developmental Psychology and Bio-Psychology. It supports parents and pedagogical personnel to develop diagnostic skills in an easy way, by providing information about the most common behaviors and health issues of children at the 0-3 age range. The inter-active platform collects and offers crowdsourced data about young children's developments and established a continuously growing database for parents and researchers. A user satisfaction study with pedagogical professionals was conducted by the MONDEY research team in order to improve the responsiveness and quality of the inter-active platform. In addition, qualitative feedback from parents and relatives were collected and integrated in the development to improve the user-friendliness of the interface.

In future, the platform also wants to offer a traffic light system for each level of the development areas with the colors green, yellow and red. In the introduction phase, it will be used only from pedagogical professionals in order to see, how the traffic-light system works as a feedback tool.

Elements of social innovation: The outcomes of the initiative are intended to meet the needs of children in the 0-3 age range, but the platform is also targeting parents or relatives, researchers and medical practitioners, who want to analyze the children's behavior in order to intervene at an early stage if necessary. Since the knowledge and experiences of relevant stakeholders are integrated in the implementation and development of the inter-active platform, it also fosters the collaboration between different actors and stakeholders.

The service is a transformative innovation in the sense, that by providing information about own children, the new data is integrated in the existing database and extends the existing knowledge about early childhood development for parents, professionals and researchers at the same time. This way, a new community is created, and professionals and scholars can both offer support to parents outside the recognized institutional setting and learn from real-life cases.

The service is integrated on an inter-sectoral level, since the teacher training colleges, the city of Heidelberg and several service provider of Child Day Care centres are using the MONDEY platform and training and collaborating with the MONDEY team.

The integration mainly occurs at funding level between the University (public) and the Jacobs Foundation, a non-profit organization.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Quality, Other (Provide a new service)
Policy objectives of the SIP: Beneficiaries	Children / Early childhood ed. & care

Users & actors	
Target users	0-5, Parents
Intermediary actors	Formal carers, Informal carers, Other (Parents (Relatives), Researcher, Medical Practitioners)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>A multidisciplinary team of researchers, pedagogic professionals and parents have developed MONDEY. It aims to codify and standardize knowledge about early childhood development and foster at the same time the educators' diagnostic skills. The data collection follows a bottom-up approach; users can verify the provided information and contribute further knowledge to the inter-active platform. It helps to disseminate knowledge and trains skills about early childhood development from a developmental-psychological perspective. It makes also knowledge about early childhood development easily accessible and easy to apply and increases the sound knowledge about infant's behavior from parents and professionals.</p> <p>Currently around 1.000-2.000 parents, pedagogical professions or researcher are registered as users on the inter-active platform, who are observing approx. 2-10 children. Since the MONDEY project team has to obey the general data protection regulations, the exact numbers of children could not be retrieved from the system. However, regarding to Prof. Dr. Pauen the number of users and children, which are registered on the platform are increasing yearly. The MONDEY team did conduct a user satisfaction study with the pedagogical professionals, who are accessing the platform. The result was very positive. The trainings from the MONDEY team help them to document their observations correctly in the platform, which is easy to use and support them to manage their entries through all eight stages of development. There was no specific study with parents, but the qualitative feedback approved the user-friendly interface.</p> <p>According to the users' feedback, the MONDEY team is also going to introduce a</p>

specific project code for all entries on the platform in order to make the extraction and analysis for a specific group of data possible. One main benefit for the users is the ever growing database on the MONDEY platform, which improves continuously the quality of the provided data.

Mobile for Good for assisted living of older people

(Mobile for Good pentru vârstnicii asistai la domiciliu)

<https://www.vodafone.ro/despre-noi/implicare-sociala/fundatia-vodafone/proiecte/mobile-for-good/proiecte-2012-2013/index.htm#varstniciasistati>

Romania

General Data	
Type of the Initiative	Service
Category of service	<p>Integrated care</p> <p>Independent living</p>
Summary of the Initiative	<p>'Mobile for Good for assisted living of older people' is a Romanian initiative developed by a third sector association – Caritas - with the financial support of the private company (Vodafone – through its Foundation) aimed at providing better home care services to older people. Initially, the initiative consisted in providing 150 older people with special mobile phones with large buttons and with 1 Alert Button, which once pressed, would automatically link that person to an emergency contact and, so that an immediate intervention would follow. This has been achieved with the help of mobile technology and with the design of a special software able to place automatically the Alert Calls to a person responsible for the person's care – either a family member or a nurse/ doctor or both. This social innovation, consisting of a mobile telephony and a software, contributes to saving costs on a dispatch service making it obsolete and enables cost savings in the health care department through early intervention and prevention. The initiative is a need driven one addressing the shortage of social and health care services for people of old age, suffering from various medical conditions, loneliness, who are maybe located somewhere remotely where access to a care facility is difficult or impossible, with limited financial resources. The initiative benefits from an inter-sectoral integration of services between the Caritas association, which is the service provider, the Vodafone Foundation - the funder – and the involved public institutions – the police and the health and social protection directions in the 6 counties currently implementing the project. Started as a free service provided to 150 older adults, the initiative has been scaled up to 526 people benefitting from the service from 6 different Romanian counties. The mobile phones are distributed free of charge by the telecom provider, the support and assistance are provided by Caritas nurses and social workers without charge, beneficiaries only pay 1.5 euros per month for a mobile subscription plan. In this sense, the initiative is well integrated in terms of funding, managing to find affordable, cost-effective funding opportunities relying both on personal contribution but mostly on the private and third sector financial inputs. The initiative proved a cost effective solution to address the care needs of the elderly, and since its inception many emergencies have been prevented and users report many quality of life related benefits.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people

Policy objectives of the SIP: Service provision	Productivity, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / formal and informal carers, Social inclusion

Users & actors	
Target users	Elderly, Families, Informal carers, Formal carers
Intermediary actors	Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>'Mobile for Good for assisted living of older people' has addressed the pressing social and healthcare needs of older people in 6 counties in Romania for over 4 years, providing assistance to the older population in need of home care.</p> <p>In terms of access and take-up of services, users have grown from 150 to 526 in 4 years, whilst concerning cost-effectiveness and the modernisation of social protection systems, early interventions from social workers or health professionals have translated in early prevention and rehabilitation interventions, avoiding additional costs of hospitalization, transport of patients and emergency interventions.</p> <p>In terms of quality of services and promoting social inclusion, the social component of the initiative managed to alleviate symptoms such as loneliness, social exclusion and discomfort, with both beneficiaries and their informal carers reporting increased independence and a sense of safety and peace of mind.</p>

Modern Education for Knowledge Society

(Moderné vzdelávanie pre vedomostnú spoločnosť)

http://www.mikulas.sk/sk/samosprava/projekty_eu/aktivne_starnutie.php

Slovakia

General Data	
Type of the Initiative	Service
Category of service	Education and training Social inclusion/participation, Independent living
Summary of the Initiative	<p>The Municipality of Liptovský Mikuláš in Slovakia has been implementing a lifelong learning program using the European Social Fund to help older people (seniors over 50 years old) live longer lives and to become active in the labour market. The initiative aims to improve their lives through educational, IT skills and health courses. The Active Seniors project focused on improving older people's ICT skills by offering them training in basic and advanced digital skills programs lasting for 1 year in total, the ICT component playing in this case an enabling role for service provision. The social innovation potential prompted by the initiative is of incremental level through the use of ICTs to facilitate access to training and education. The innovative side of the initiative consists in addressing the need of unemployed or disabled older population by providing them with training which could improve their employability and well-being. The initiative shows evidence of service integration at the level of funding, the initiative being funded by the European Social Fund with the contribution of the local municipality of Liptovský Mikuláš. The initiative also contributes to foster more social cohesion and collaboration between different partners, such as local NGOs and teachers.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Investing in people
Policy objectives of the SIP: Service provision	Access & take-up
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, Active inclusion / unemployed ppl, Social inclusion

Users & actors	
Target users	Elderly
Intermediary actors	Teachers, Trainers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production

ICT-enabled innovation potential	Technical/incremental innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Isolated

Outcomes	
Main benefits delivered	<p>Concerning improving access of marginalized older people to ICTs, the initiative provided education and training opportunities to 96 seniors took advantage of the training options, including ten physically disadvantaged people. On an average, over 25 training courses were developed and delivered. After the completion beneficiaries managed to work independently with a computer and to use the basic options of MS Office - MS Word, MS, Outlook, MS Excel, Internet, is finding information via Google, e-mail, social networks. The results of the trainings proved positive and useful for the older people addressed, as expressed in the feedback provided at the end of the courses.</p> <p>Concerning the quality of the service, qualitative feedback from teachers and beneficiaries highlighted that the courses have been received very well and that training tools proved their effectiveness.</p> <p>The core objectives of the initiative, consisting of the promotion of the quality of life for the seniors in the region, the improvement of non-formal education and of the core competencies of the older population, including their good physical and mental conditions, are considered in the evaluation of the project as achieved.</p>

Multiple Provider Employment Zones

(Multiple Provider Employment Zones)

<https://www.gov.uk/government/organisations/department-for-work-pensions>

United Kingdom

General Data	
Type of the Initiative	System
Category of service	Employment Education and training, Employability, Social inclusion/participation
Summary of the Initiative	<p>The Employment Zones, a social enterprise not working for profit, started a pilot project and in certain areas until 2000. It aims to help unemployed people find long-term employment through offering support, training and work experience programmes. It focuses on helping individuals find, and keep, the right job. The project emphasised policy performance rather than process and included the use of quasi-markets driven by outcome-based payments with strong incentives to deliver work-first support for JSA claimants. It delivered a platform through which matching demand and offer of work and was used to test the utility of market forces through private sector delivery and competition for the transition of unemployed into work. The programme targeted communities with a high share of unemployed people compared to the rest of the UK. Main focus of the project was labour market inclusion; there was little emphasis on training. Originally, participation was voluntary and mainly focussed on local partnership and the involvement of community-based organisations for better meeting peoples' needs. However, shortly afterwards (2003) the programme became mandatory for eligible 25+ who reached their 18 months unemployment mark as well as for New Deal for Young People (NDYP) returner customers reaching their sixth month of unemployment. Lone parent participation is voluntary and customers may choose to join or leave the EZ at any time. The programme consisted of three stages: In Stage 1 (4 weeks), the private case manager and the jobseeker had to agree on an action plan. In Stage 2, the private providers completely took over employment services for the jobseeker for 26 weeks. After Stage 2, jobseekers for whom no placement was achieved return to Jobcentre Plus and were eligible for another Employment Zone period only after another 18 months of unemployment. Multiple Provider Employment Zone is a need-driven and outcome-oriented initiative. It is a sustained/organisational innovation using ICTs to support, facilitate or complement existing efforts and processes to improve organisational mechanisms of services provision. It is inter-sectorially integrated at funding, administration, organisational and delivery level and provides collaboration between government and service delivery providers in private or non-for-profit sectors.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Quality

Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries
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Users & actors	
Target users	20-24, 25-29, 30-34, Adults, Parents, Unemployed
Intermediary actors	Other (Job centres; Public Employees; Private providers), DK / NA

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The quantitative evaluation of this programme (Hales et al., 2003) found that approximately 11 months after each person first became eligible for referral, 34% of EZ participants had experienced a spell of paid work compared to 24% in the control group served by the public system. As these figures suggest, a high-performing employment services provider may well be able to achieve a 50% increase in employment outcomes for relatively disadvantaged groups: this makes performance management on the basis of measured outcomes feasible without the use of very complex techniques. Experimental evaluations show similar impacts from some high-performing public programmes. In the United Kingdom, evaluations found that Supportive Caseloading (1993), 1-2-1/Workwise (1994-96, for 15 to 24 year-old long-term unemployed) and 1-2-1 for the Very Long Term Unemployed (1996-97) raised employment rates 26 weeks after random assignment from 8% to 22%, from 12% to 18% and from 8% to 14% respectively. In each experiment, the key additional service was several meetings with an individual case manager (Employment Service Research and Evaluation Branch Reports Nos. 95, 109 and 115, which are briefly summarized in Greenberg and Shroder, 2004).</p>

My past my present

(My past my present)

<http://quewerty.ning.com/>

Bulgaria, Ireland, Italy, United Kingdom

General Data

Type of the Initiative	Service
Category of service	Social inclusion/participation Education and training, Social inclusion/participation
Summary of the Initiative	<p>"Mypastmypresent" is a social networking site and a training tool developed to introduce elderly people to Web 2.0 functionality and so doing reduce their social isolation. The platform is the result of an EU project funded in 2008-2009 under the Long Life Learning Programme and has been set-up to encourage adult learners in the UK, Ireland, Italy, and Bulgaria to test and reinforce the IT skills acquired through tailored IT trainings in a fun and practical way, whilst growing their social network. Over time, the initiative has achieved economic sustainability, and the English and Italian versions of the platform are currently used by a growing community of elderly people (more than 800 members were registered in 2015) keen to learn how to master ICT through the available e-learning materials as well as to chat, discuss and share photos and videos with their peers and families. According to the evaluation performed at the end of the pilot project, the main benefits for users are improved IT and communication skills, increased social capital and self-confidence.</p> <p>The initiative presents disruptive levels of ICT innovation, in that it provides a service which wouldn't exist without ICT. From a social innovation point of view, further to concretely address the needs of the elderly population, the platform has allowed to create new collaborations - particularly in the form of peer learning - between users, further to allow them to interact with their families and friends. Whilst the initiative is not administratively integrated with public services, there is some integration with the public sector at funding level.</p>

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors

Target users	Elderly
Intermediary actors	Volunteers, Trainers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Isolated

Outcomes	
Main benefits delivered	<p>The initiative succeeded in supporting social inclusion of elderly people via education and training. The training programme developed as an introduction to the use of the platform was very successful in providing elderly people with the necessary IT skills. Prior to the course, only 41% of respondents could turn on a computer and 77% of respondents had never used the internet. After the course, all respondents could successfully open a web browser and enter a web address, open a web based email, compose, send, open, read and reply to an email and, in the 82% of cases attach a file or a picture. 50% respondents were able to use skype to call their families and friends, 70% could do online shopping and over 44% were able to identify shopping sites where personal details were secure. As for use of social networks, post course 100% of candidates could log onto mypastmypresent, 89% could customise their space on the site, over 90% were able to invite new people and add friends with varying degrees of ability. The course and the use of the platform resulted in increased social capital and self-confidence, and all the participants declared they would have continued to use the platform. Indeed, 6 years after the expiry of the EU funding, the platform is still used by a growing community of elderly people (800 members in 2015), and trainer's resources including lesson plans are free to download from the site in the trainer's group section.</p>

MychoicePad

(MychoicePad)

<http://www.insanelogic.co.uk/>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Education and training

Childcare, Education and training

Summary of the Initiative

MyChoicePad is a language education/training application for mobile devices, aimed at helping people with communication difficulties. MyChoicePad uses Makaton, a language programme that reinforces language and helps users learn new vocabulary with symbols and signs, allowing users to see, hear, and sign messages at the same time. The MyChoicePad tool is used by professionals (teachers, case workers, speech therapists), parents, individuals, and organisations who support children and adults who have communication difficulties. MyChoicePad was launched by the social enterprise Insane Logic in the UK in 2011.

In terms of benefits, as of 2015 over 83,000 users have adopted MyChoicePad, which has been used by speech therapists to subadministrate over 1 million sessions. In terms of service quality, 85% of users saw progression in language development after 2 months of using MCP, 86% agreed there was progression in communication skills, and 90% agreed there was an increased confidence in using Makaton. In terms of increasing the quality of care jobs and increasing productivity/sustainability, among speech therapists 94% agreed that using MCP saves them time and 97% agree that using MyChoicePad has made them more confident to use Makaton more regularly. As for teachers, 100% agreed that MCP has made their classes more inclusive and that their users were more likely to engage in a wider range of activities than they might have otherwise done and 94% agreed that MCP has helped to improve focus and attention skills in class.

MyChoicePad is a need-driven and outcome-oriented initiative, intended to meet the needs of people with communication difficulties for more engaging and effective education/training support services. MyChoicePad uses an open process of co-creation, as people with communication difficulties (e.g. autism, dementia), parents, forma/informal carers, teachers/trainers, and technology service providers collaborate to develop, implement, and adopt the MyChoicePad innovation.

MyChoicePad is a disruptive/transformational innovation that uses ICTs in the form of an application and learning software for mobile devices to deliver education/training services to people with communication difficulties in the UK. The MyChoicePad app is fully customisable with visual grids that lets individual learners progress through Interactive Games and Pathways at their own pace. Users can also build plans and lists for upcoming events or capture photos during activities and use them to discuss the activities later. MyChoicePad can also integrate with organisations ICT systems, allowing organisations (e.g. schools, colleges, adult care centres) to manage the app centrally using the Admin Dashboard, and allows them to document and report on the impact they are having on user's communication achievements within the app. The Admin Dashboard also enables organisations to manage all of their Staff Accounts,

	<p>Devices and Learners centrally and online.</p> <p>MyChoicePad is not integrated with government operations, as it is operated by the private social enterprise Insane Logic, in delivery partnership with different learning/care organisations and charities (e.g. Ark Schools, Mencap, United Response, Real Life Options, Certitude, MCCH, Choice Support, and WCS Care) in the UK.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality, Care employment
Policy objectives of the SIP: Beneficiaries	Social inclusion, Children / Early childhood ed. & care

Users & actors

Target users	Mental disabilities
Intermediary actors	Youth workers, Social assistants, Social workers, Volunteers, Teachers, Trainers, Formal carers, Informal carers, Paid assistants

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Isolated

Outcomes

Main benefits delivered	<p>MyChoicePad is addressing the SIP objectives of promoting active inclusion strategies and investing in individuals throughout their life, by increasing the sustainability, access/take-up, and quality of services, and the quality of jobs in the care sector, by providing ICT-enabled education/training services for people with communication difficulties in the UK. Specifically, MyChoicePad is making it easier and more fun for parents, teachers and speech therapists to help children and adults with communication issues to learn how to communicate and interact more effectively.</p> <p>In terms of proven/documented benefits for productivity and access/take-up of services, as of 2015 over 83,000 users have adopted MyChoicePad, which has been used by speech therapists to subadministrate over 1 million sessions. In terms of service quality, 85% of users saw progression in language development after 2 months of using MCP, 86% agreed there was progression in communication skills, and 90% agreed there was an increased confidence in using Makaton.</p>
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In terms of increasing the quality of care jobs and increasing productivity/sustainability, among speech therapists 94% agreed that using MCP saves them time and 97% agree that using MyChoicePad has made them more confident to use Makaton more regularly. As for teachers, 100% agreed that MCP has made their classes more inclusive and that their users were more likely to engage in a wider range of activities than they might have otherwise done and 94% agreed that MCP has helped to improve focus and attention skills in class.

MySupportBroker

(MySupportBroker)

<https://www.mysupportbroker.com/healthandsocialcareagencies#healthandsocicare19>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Employment, Independent living, Integrated care, Prevention, health promotion and rehabilitation

Summary of the Initiative

Social enterprise My Support Broker has developed an innovative model to empower people to plan and self-manage their social and health care. The objective is to help beneficiaries plan, source and manage their care and support services so they move from being passive recipients of a limited palette of services to active consumers, shaping the market through their spending power.

The organisation recruits and trains people with long-term conditions (disabled people, older people, people with an ethnic minority background) as volunteer or professional 'peer brokers' who support others with similar care needs. Peer brokers advise people on a range of services as well as offering practical and emotional support. At the same time MySupportBroker works with public social and health care service providers and Councils to help them increase take up of personal budgets and personal health-budgets and make savings on the cost of care and support planning. In 2015, the MSB community consisted in over 5,900 "People Helping People", which taken together with customers, referrers, Brokers, QA and other staff takes the number of users on the digital platform to over 7,500.

The initiative presents radical levels of ICT innovation: a user-friendly, accessible software allows for a person centred and integrated model of support planning. Customers can choose either to do their own plan on line, to get light touch advice and guidance from volunteer Support Brokers; or to get full support from professional assistants (Support Brokers). The on-line platform allows both access to a direct payment and personal budget support system and to a "lifestyle" support system. www.mysupportbroker.com is based on a customer-held integrated Health and Social Care record, bringing together information from all agencies to achieve integrated and effective care and allowing beneficiaries to share information and interact with their Support brokers, public health and social workers, family and friends. By connecting and allowing active cooperation between beneficiaries, their local Support Broker and social service professionals, the platform is dramatically changing existing mechanisms of service provision: roles are fluid, beneficiaries are not only empowered to autonomously manage their health conditions and social benefits, but also incentivised to help new beneficiaries doing the same by becoming support brokers, in fact "replacing" social/health workers - who only intervene if necessary - and being recognised and compensated for their expertise in wisely managing social and health benefits and styles of life. Levels of social innovation are also extremely high: the deep and active collaboration between different stakeholders leads to totally mutated relationships between citizens and public administrations, where increased trust and empowerment of beneficiaries result into more personalised and adequate services.

	<p>Levels of governance of service integration are pervasive, with beneficiaries and case workers actively collaborating in designing and delivering integrated and tailored services and accessing information from all the relevant government departments as well as from users and their families. As for types of integration the initiative is fully integrated both at funding, organisational, administrative and delivery level.</p> <p>MSB has achieved very positive results so far: in 2014, 25 support-broker jobs were created, 32 people were accredited with NVQ level qualifications and customers had a 98% satisfaction rate, with impressive improvements in their capacity to cope with problems, take better decision about their care and style of life and feeling optimistic and relaxed. From the point of view of public service providers, every £1 spent on MSB Support Brokerage produced a saving for them of £8.65 (mean) on the cost of care, a 65% reduction in transaction costs and the overall cost of care by up to 20%.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care, Care employment
Policy objectives of the SIP: Beneficiaries	AHA / independent living, AHA / formal and informal carers, Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	Elderly, Ethnic Minorities, Women, Physical disabilities, Mental disabilities, Unemployed
Intermediary actors	Social assistants, Social workers, Volunteers, Trainers, Formal carers, Informal carers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Pervasive

Outcomes	
Main benefits delivered	From the point of view of increasing the sustainability of the social protection system and the cost effectiveness of services, every £1 spent on MSB Support Brokerage by public sector clients produced a saving for them of £8.65 (mean) on the cost of care, a 65% reduction in transaction costs and the overall cost of care by up to 20%.

From the point of views of supporting the integrated health and social care of older people, MSB provides clients with customised, fully integrated care plans, involving all the relevant stakeholders including families, formal and informal carers. Support Brokers assist clients not only to find what services they need, and who's the best provider, but also to find out to what social benefits they are entitled, therefore increasing access and take-up of services.

Concerning improved quality of service and increasing the capacities of older people to manage or actively supervise their self-care and independent living at home, MSB achieved the following results: customers had a 98% satisfaction rate; in the first 6 months of 2015, out of 2773 customers served, 873 achieved improved Health and Wellbeing outcomes, 586 showed improved Self Direct Support outcomes, 558 declared improved Positive Lifestyle outcomes, 337 improved Family Friends Community outcomes and 37 improved independence Through Home Technology. A survey conducted by Research Charity McPin Foundation and involving 90 clients found that over 80% of respondents agreed that MSB services contributed to make them feel more optimistic about the future, useful, relaxed and close to other people. In addition, 85% of respondents declared that they had been able to cope better with problems, thinking clearly, making up their mind about things and felt that they could confidently ask for help in case of need.

From the point of view of facilitating inclusive labour markets and self-employment, in 2014 25 support-broker jobs were created, and 32 people were accredited with NVQ. On the social inclusion front, MSB College works with, among others, community organisations and socially excluded groups, delivering support planning, brokerage and peer-to-peer training. In the first semester of 2015, 179 people have been trained, out of which 12% were disabled, 21% were older students and 25% had a minority ethnic background. In 2014, 80% of trained Support Brokers have moved from welfare to work.

Neighbourhood

(Mahallae)

<http://mahallae.org/>

Cyprus

General Data

Type of the Initiative

Service

Category of service

Civic engagement

Civic engagement

Summary of the Initiative

Mahallae ("Neighbourhood" in English) is an online civic engagement platform, developed and launched in 2014 by Cypriot citizens and social innovators from the Euro-Mediterranean region in partnership with the UNDP's Action for Cooperation and Trust (UNDP-ACT) and the USAID in Cyprus. The Mahallae initiative is driven by the shared belief in the transformative power of ICTs for social change and inclusion. Mahallae's online civic engagement platform (mahallae.org) is organised around three digital spaces: (i) Collaborate! - a social innovation space that provides opportunities (Challenge Prizes) for innovators across the region to receive funding and support for their ideas, create new partnerships, and share knowledge and resources; (ii) Civic Mapping – a collection of data visualisation tools which help showcase the contribution of Cypriot civil society to civic engagement and peace-building from the early 90's until today. The civic mapping space currently contains information on more than 500 initiatives; (iii) Interactive Tools - a digital store featuring a variety of tools that use innovative approaches for social change including games, maps, and video toolkits (e.g. SharedWor!ds is an on-line language-learning game targeting learners of Greek and Turkish; and 'Collaborating into the Future' is a set of webinars targeting NGOs working in post-conflict societies, available for innovators to help them clarify and implement their ideas). The main benefits of the Mahallae initiative are increased access/take-up, quality, and productivity of civic engagement services through 6 successful challenge prizes, 127 received ideas, 28 concepts refined, and 13 solutions supported to address a range of social issues facing communities, including 'technology for citizen engagement', 'youth entrepreneurship', and 'common vision for the future' among others. 5 of these Collaborate! solutions received 30,000 euros in start-up funding, and are still operating, with their own associated benefits for civic engagement and social inclusion/participation in Cyprus and other countries. Mahallae is a need-driven and outcome-oriented initiative, intended to meet the need for community-led solutions to a range of socio-economic and environmental issues. Mahallae also uses an open process of co-creation, as social innovators and other relevant stakeholders (government, non-government) participate in the development, implementation, and adoption of the civic engagement platform and its societal ideas/solutions. Mahallae is fundamentally changing the relationship between social innovators and government stakeholders, by making new connections and channels for collaboration through the online platform and its funded challenge prizes. These challenge prizes are, in turn, creating public value by developing community-led and innovative solutions to a range of societal issues. Mahallae is a disruptive/transformational innovation, using ICTs in the form of a web-based platform and social networking/information services to support civic engagement

	<p>and positive social change in Cyprus and other countries.</p> <p>Mahallae is inter-sectorally integrated at the level of funding and service delivery, with the initiative administered, organised, and delivered by Mahallae's 4 staff as a non-profit social enterprise in Cyprus, but with service delivery and financial partnership support provided by the UNDP and USAID in Cyprus.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion, Other (Support civic engagement and civic society to help solve social issues)

Users & actors

Target users	General, Small & micro enterprises, Social enterprise, Third/volunteer sector
Intermediary actors	Volunteers, Other (Mahallae workers, platform users)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>The Mahallae initiative has, In terms of SIP policy objectives, increased access/take-up, cost-effectiveness, and quality of civic engagement services in Cyprus and the region. In terms of proven/documentated benefits, the Collaborate! digital space has successfully run 6 challenge prizes, received 127 ideas, refined 28 concepts, and supported 13 solutions to address social issues facing communities, including 'technology for citizen engagement', 'youth entrepreneurship', and 'common vision for the future' among others. 5 of these Collaborate! solutions received 30,000 euros in start-up funding, and are still operating and growing, with their own associated benefits for civic engagement and social inclusion/participation in Cyprus and other countries. These consist of: (i) YUBIZ - an online platform to help young entrepreneurs kick-start their business; (ii) IOVEE - a mobile game app for encouraging volunteerism in Cyprus and Egypt; (iii) ASK FOR DATA - a mobile app aimed at enhancing free access to information in Montenegro by allowing citizens to quickly and easily access information</p>
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from public authorities; (iv) MUSHAAKNA - an online cloud-based platform enabling citizens to contribute and participate in district development in Yemen; and (v) RAIK SHINO - a gamified platform that allows citizens to creatively interact and discuss the future of Sudan.

The Mahallae platform also contains 500 best practices from Cyprus civil society and 9 e-tools for social innovators which are contributing to make the local social entrepreneurship and third sector community more efficient, effective and networked.

Net-employment

(Netemprego)

<http://www.netemprego.gov.pt/>

Portugal

General Data

Type of the Initiative

Service

Category of service

Employment

Social assistance, Employability, Social inclusion/participation

Summary of the Initiative

Netemprego is the Portuguese national web-portal for employment, offering 24/7 free-of-charge services to employers and job seekers with the objective of increasing speed, diversity, accessibility and quality in Portuguese Public Employment Services' (PES) delivery channels. The portal greatly contributed to increasing Portuguese PES' image and credibility, substantially enhancing the number and quality of employment services.

The initiative presents disruptive levels of ICT innovation potential, as it has allowed to initiate new more personalised services and to improve those already available by making them constantly accessible and always up-dated. More in detail, the following services were introduced:

- The possibility for job-seekers to register according to their level of education and economic situation: users with at least 12 years of education who are not applying for unemployment benefits can register online as unemployed, without going in person to the employment service centre. Job-seekers with lower education levels, applying for benefits or whose profile – calculated by a tailored profiling system – indicate moderate to high risk of long-term-unemployment, will have to validate their registration face-to-face. In this way, PES employees can dedicate more face-to-face time to the most disadvantaged groups of unemployed people.
- On the same line, the on-line counselling portal Vi@s allows job-seekers to receive personalised advice and training online, freeing-up time for counsellors who can therefore focus on the most disadvantaged and hard to reach groups of job-seekers.
- The platform's matching system, based on a non-linear algorithm, is configured to take into account and assign different weights to a wide numbers of factors, including characteristics described by job-seekers in open fields, such as place of residence, unemployment situation, driving license categories, soft skills and foreign languages. This has considered improved the rates of successful matching between vacancies and available CVs.

From a social innovation perspective, the initiative not only meets the needs of the unemployed in a long-lasting way, but, thanks to the involvement of stakeholders (including users) in the design phase, has been implemented taking in accounts the real needs of different citizens' subgroups (p.e. long-term unemployed, young people, people with low skills). This has allowed to broaden and ease take up of services, and, most importantly, has freed-up counsellors' time, allowing them to identify and focus on the most disadvantaged clients. All together, the initiative has greatly improved the image of PES, creating public value by enhancing trust between citizens and PA and by offering more personalised services.

Concerning levels of governance of service integration, the initiative belongs to the

	Inter-governmental integration category, implying collaboration across multiple levels of government: when the new services were implemented in 2012, the central government team (helped by 6 external consultants) trained more than 1000 counsellors at the local level). As for types of integration, the web-portal allowed for both administrative, organisational and delivery integration of the national and local PES offices.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries

Users & actors	
Target users	Unemployed
Intermediary actors	Other (Public employment service providers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>The platform contributes to improve the quality of services, the productivity of carers work and the inclusiveness of the service by enhancing services' personalisation, providing advanced users with the possibility of accessing all services online with minimum or no physical interaction with the employment centre, thereby enabling PES employees to focus on the most disadvantaged groups, more in need of face-to-face assistance. So for instance, it was possible to identify the subgroup of unemployed people more at risk of long-term unemployment and to provide the 81% of them with targeted face-to-face services; low-risk profiles were instead redirected to Vi@s, the portal that supports self-management of citizens' careers: according to a user survey, over 86% of unemployed users were satisfied with the service.</p> <p>The quality of services provided through the platform was rated very good by the 88% of users who took part to the last eGovernment Benchmark survey, and, more in general, Netemprego scored well above the EU28 average in terms of both usability,</p>

transparency and key enablers, with constant progress between 2012 and 2014. In terms of broadening access and take up of services, the number of registered and active users has grown steadily from 2006 onwards and more than 1 million applications for job vacancies have been submitted since 2012.

Netari.fi

(Netari.fi)

<http://www.pelastakaalapset.fi/nuorisotoiminta/tekemista-ja-tukea-verkossa/netari/>

Finland

General Data

Type of the Initiative

System

Category of service

Social care

Education and training, Employability, Social inclusion/participation, Prevention, health promotion and rehabilitation

Summary of the Initiative

Netari was launched as a pilot project in 2004 in Helsinki by the city Youth Department to widen access and take-up of social services by young people. In 2008, with the support of the Ministries of Education and Culture and of Social Affairs and Health, the project was scaled nationally and it involves today 80 municipalities. The service allows to establish contacts with young people who spend a large part of their time in various internet environments and would otherwise be hardly reached by public youth-services. Netari online youth work is performed in two network environments popular with young people, Habbo and IRC-Galleria, more recently a facebook page and twitter account have also been opened. Young people can interact between them and with professionals, including in a private setting, about the issues they are most interested in, including health, sexuality, addictions, legality, employment and education. The initiative was very successful both in terms of reaching-out to young people in need and in terms of enhanced productivity of youth workers.

Netari presents disruptive levels of IT innovation, using social platforms already popular between young people as a virtual environment where youth workers can safely provide information and counselling on relevant topics, as well as information on existing off-line services, both via private chat or video-conferencing. From a social innovation perspective, the initiative is creating public value by creating trust on government services within the young generations, reaching out to them using the most appropriate channels. Further to this, users are often trained by youth workers to become assistants, providing informed peer-to-peer support to other users, whilst keeping youth workers up-to-date with young people needs. The initiative presents impressively high levels of integration between different departments and levels of government, as well as with private and third sector organisations: under the leadership of Save the Children Finland (which replaced the Ministry of Education and Culture in this role in 2010), more than 80 municipalities are involved in the project, backed by two Ministries and in partnership with 4 private IT platforms as well as with several local organisations. Professional providing on-line counselling belong to different departments: from youth workers to health professionals, from social workers to nurses, from police-officers to employment service officers. Whilst the initiative is funded by the central government, integration occurs at both administrative, organisational and delivery level.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality, Care employment
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	13-19, NEETs
Intermediary actors	Youth workers, Volunteers, Trainers, Formal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Pervasive

Outcomes	
Main benefits delivered	<p>The project allows young people to become aware of the existence and to get access to public services in different fields, and particularly concerning child-protection, health-care, social-care, education and employment. In addition, young people can receive advice from trained adults, and interact with their peers - who have previously received training by youth workers as assistants - on a wide range of topics.</p> <p>In 2008, according to the pilot evaluation, Netari services had 12,817 visitors, out of which 10,880 young people engaged in meaningful discussion with youth workers, and 1,386 benefitted of available public services for the first time, leading to a significant increase in beneficiaries reached by youth workers.</p> <p>The service succeeded in reaching vulnerable children and conducted preventative work: about 10% of counselling sessions were dedicated to children with important issues (who were in most cases referred to local social services), but in 2009 only 10 out of 18.000 counselling sessions were emergency child protection cases, whilst in most cases the problem was isolation.</p> <p>In 2014 the Finnish SaveThe Children branch (who succeeded to the Ministry of Education and Culture in leading the service in 2010), set-up a new service targeting NEETS, which provided one-to-one counselling and advice discussions to nearly 700 young people.</p>

Network of Telecentres in Cantal

(CyberCantal Télécentres)

<http://telecentres.cantal.fr/>

France

General Data

Type of the Initiative

Policy

Category of service

Employment

Employability, Social inclusion/participation

Summary of the Initiative

Cantal Telecentres Network is a network of 10 'telecentres' or ICT-enabled office spaces set up by the department of Cantal in south-central France. The project was launched in 2009 to provide working spaces within the local community in Cantal for 'telecommuters' or remote workers who use ICT (internet/telephone) technologies for their economic income, thereby encouraging more people to live and work in Cantal to boost local socio-economic development, at the same time as addressing the issue of rural de-population in the region. The project is now in its second phase: the establishment of a local strategy of outreach and development of the Network of Telecentres of Cantal to develop rural employment, revolving around three main areas - training and information, supporting the Cantal through the establishment of tools, and services for exploration and communication. These fit within Cantal's 4 strategic objectives for telecommunications work: (i) promote employment in the Cantal with the rise of telecommuting employees; (ii) develop and support independent and remote ICT workers; (iii) develop ICT-enabled teleactivities/businesses and attract new stakeholders; (iv) develop the e-medicine sector. To this end, an extensive communication plan is being deployed (at conventions, meetings etc.) in collaboration with Cantal Expansion, which will create jobs in Cantal, especially for groups that often face difficulties in recruitment - those geographically isolated, people with disabilities, or women wishing to benefit from flexible working hours. Each of the 10 Telecentres established to date has focused on a different sector of the telecommuting market in order to reduce internal competition and increase value-added collaborations between Telecentres in the network. Results have been very positive so far both in terms of job created and savings for the public administration.

The Network of Telecentres in Cantal is a need-driven and outcome oriented social innovation, intended to reduce rural de-population and boost socio-economic growth in Cantal through the provision of telecommuting services for employed and self-employed residents in the region.

The Telecentres are a disruptive/transformational innovation, using ICTs to create new opportunities for labour market inclusion and regional economic growth through teleworking services.

As for levels of governance of service integration, Telecentres operate through inter-governmental integration, with collaboration across multiple levels of government in France.

The main type of inter-governmental integration underpinning the Telecentres is in the field of funding, as the Telecentres initiative is financed by the European Union in Auvergne, the French central government, and the regional council in Auvergne. The Telecentre services are then delivered locally by government staff within the Cantal

	region.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Other (Increase employment and local economic development)
Policy objectives of the SIP: Beneficiaries	Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	General, Employed, Small & micro enterprises, Social enterprise
Intermediary actors	Paid assistants, Other (local authority staff who operate the Telecentres)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>The main benefits of the Telecentres initiative in Cantal relate to the SIP policy objectives of improving the access and take up of services, which directly facilitate and support inclusive labour markets and self-employment. A systematic internal self-evaluation of the CyberCantal Telecentres initiative was completed in July 2013. So far 10 Telecentres have been opened, which has directly created 58 jobs, and are used for self-employment and employment purposes by 349 people, with a combined total of 37,500 user hours. These benefits have been achieved with relatively small financial investments of 22,500 Euros per telecentre and operating costs of 10,840 Euros per telecenter. In more detail, the evaluation report shows that the Cantal Telecentres were used for self-employment and employment purposes by 38 regular telecommuters plus an additional 311 temporary users. In total 92 users have signed up to a Telecentre membership with monthly subscription fee. Users reported the main reasons for using the telecenters were: the information provided at the centres; the physical amenities (the space, furniture); the accessibility of the Telecentre; the proximity of the Telecentre; and the ICT equipment available (computers, printers, internet, etc.). The evaluation report estimates that telecommuters saved 1,588-3,800 Euros per year by going to their local centres rather than commuting to more distant work locations, saving a further 51,464km in travel and 14,534kg equivalent of CO2 emissions in the region. The report also highlights that the teleworkers and independent businesses</p>

using the Telecentres have contributed to an increased vitality and diversity of service provisions in the Cantal region, with users engaged in activities including graphic design, translations, online sales, and fashion that have had positive multiplier effects for local business and economic growth in the region.

Noise Solution

(Noise Solution)

<http://www.noisesolution.org/>

United Kingdom

General Data

Type of the Initiative	Service
Category of service	Social assistance Education and training, Social care, Employability, Employment, Social inclusion/participation
Summary of the Initiative	<p>Noise Solution was founded in 2009 in east England, UK, to achieve social inclusion/participation impact through music and technology education/training programmes. The Noise Solution social enterprise works for public social services with hard-to-reach young people in East England, with the scope of bringing them back into employment or education while improving their self-confidence and social skills. This is achieved through a customised one-to-one teaching/training programme, where clients learn how to use their computers to create music through a sequencer called Reaper, which can be downloaded for free. The software allows users to manipulate multiple streams of audio, editing, mixing and producing tracks out of it in a style which mirrors their preferences. Learners can also gain Art Awards, which are nationally recognised qualifications that can be used to build-up credits towards a college place. Learning outcomes are registered in a blog diary, and tracks and clips that mix blog entries, visual materials, and music are prepared, produced, and shared through learners' social media networks. This is an important part of the Noise Solution programme, as sharing students' outputs through their social networks provides learners with useful technical skills and helps learners develop social capital and self-esteem. In terms of documented/proven benefits, the Noise Solution initiative has contributed to SIP policy objectives of supporting social inclusion/participating by increasing the productivity, sustainability, access/take-up, and quality of education/training services for hard-to-reach and deprived learners in east England. Overall, Noise Solution delivers over 50 one-to-one teaching sessions a month (83% attendance rate), achieving a 71% increase in clients' perception of their own confidence and a 59% increase in clients' perception of how good they felt about themselves. Among a sample of 7 students referred from the Youth Pathway Mental Health Team, 3 clients went into voluntary placements, 2 into education, and 1 into employment.</p> <p>Noise Solution is a need-driven and outcome-oriented initiative, intended to meet the need of 'had-to-reach' learners - people with mental health issues, addictions, criminal offences, challenging behaviour, and chaotic lifestyles - for greater social inclusion, education/training, and labour market opportunities in east England, UK. Noise Solution uses an open process of co-creation, as end users and other relevant stakeholders (trainers, education charities, youth charities, social services) collaborate to develop, implement, and adopt Noise Solutions music and technology training services.</p> <p>Noise Solution is a disruptive/transformational innovation, that uses ICT in the form of music technology (audio, visual, editing, recording equipment and software) plus online social media/networking platforms (blogs, Facebook, twitter, youtube) to increase students self-confidence, engagement or re-engage them with social-work and public</p>

	<p>education professionals, and involve students in new and progressive/beneficial activities.</p> <p>Noise Solution is inter-sectorally integrated, as the social enterprise Noise Solution delivers education/training services to 'hard-to-reach' learners who are referred by a range of public and third sector partners, including educational charities (e.g. Lapwing), young offender organisations, government's social services and the Department for Work and Pension's Troubled Families Initiative, Norfolk and Suffolk Mental Health Trust Schools, FE Colleges, Looked After Children Services, Adoption Services, and 12+ Youth Teams.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	Mental disabilities, Unemployed, (ex)Offenders, Addicts
Intermediary actors	Youth workers, Social assistants, Social workers, Volunteers, Teachers, Trainers, Formal carers, Informal carers, Other (civil servants (referrals))

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Noise Solution achieves impact towards SIP policy objectives of supporting social inclusion/participating by increasing the productivity, sustainability, access/take-up, and quality of education/training services in music technology for hard-to-reach and deprived learners in east England. Three key outcomes are pursued and monitored: students self-confidence; better engagement or re-engagement with social-work and public education professionals; and involvement in new activities. In terms of documented/proven benefits towards these aims, in 2014 Noise Solution delivered over 50 one-to-one teaching sessions a month (83% attendance rate), achieving a 71% increase in clients' perception of their own confidence; a 59% increase in clients'</p>

perception of how good they felt about themselves; and a 47% increase in client perception of how connected to their local community they are. The 7 clients referred by Youth Pathway Mental Health had a 94% attendance rate, they all achieved Arts Awards, and reported increased self-confidence, with overall levels of confidence rising by 65%, confirmed by parents and case workers. 3 clients went into voluntary placement, 2 into education, and 1 found a job.

One-stop-shops at the service of citizens

(One-stop-shops at the service of citizens)

http://www.mof.gov.cy/mof/mof.nsf/page03_en/page03_en?OpenDocument

Cyprus

General Data	
Type of the Initiative	Service
Category of service	Social assistance Social assistance, Social care, Social inclusion/participation, Civic engagement
Summary of the Initiative	<p>The Cypriot government has Citizen Service Centres (CSCs) in various locations in Cyprus to serve as "one-stop shops" for many administrative procedures which formerly required visits to several government departments. The purpose of the one-stop shops is to provide citizens with better and easier access to a series of government information and services, from one point of contact/ location. These centres can issue certificates and documents such as identity cards, permanent resident certificates, driving licences, vehicle registration documents and road tax discs. They can also accept applications for benefits and allowances such as child allowances, sickness benefits, employment injury benefits, maternity grants and old age pensions. There are also Kiosks where citizens can go to access information online. The Center operates as a full service "One Stop Shop" for foreign based companies interested in investigating investment opportunities in Cyprus, and constitutes the central agency of information, support, and foreign investor's relations. The PAPD (Ministry of Finance), manages the project relating to the establishment of CSCs and the organisation, staffing, supervision and co-ordination of their operation, with a view to ensuring that they are efficient and effective in their day to day operation. Important players in the whole project are the Department of Information Technology Services, which is in constant co-operation with PAPD, and is in charge of the installation and support of the IT systems / hardware/ software. The target group of initiative includes every citizen living in Cyprus or abroad who needs information or documents from a public organization, the services of which are offered by CSCs. A citizen can access 64 service from 6 departments (the Road Transport Department, the Department of Social Insurance, the Grants and Allowances Service of the Ministry of Finance, the Civil Registry and Migration (services that are provided by District Administrations); the Ministry of Health (medical card, European Health Insurance Card), the Land and Surveys Department (copies of cadastral plans).</p> <p>The efficient, on the spot delivery of services to a great number of citizens, on a yearly basis, has been one of the most immediate benefits. Despite the small geographic distribution of the island, the impact on citizens has been remarkable. In the three years since the operation of the first CSC in Nicosia, the five CSCs now operating on the island have offered more than 800 000 services and have provided information over the phone to 500 000 citizens. At present, the five CSCs operating on the island act as an alternative channel for citizens to deal with the public administration. In 2009, the initiative was awarded by EPSA within public service delivery category.</p> <p>This initiative is provides for a fundamental change in the relationships between stakeholders and provides public value allocation and/or re-allocation. It is a disruptive/transformational innovation using ICTs to initiate or improve new services or</p>

	create new mechanisms for service delivery which would be impossible through non-ICT modes The initiative is an inter-governmental integration providing collaboration across multiple levels of government.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Other (Simplify citizens' access to social services, ensuring greater transparency of information)

Users & actors	
Target users	General
Intermediary actors	Other (Public Authorities, Public Employees, Enterprises)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>Despite the small geographic distribution of the island, the impact of the initiative on citizens has been remarkable.</p> <p>The one stop shop model underlying the initiative improved the accessibility of user-friendly information, the coordination among different levels of government, reducing the administrative burden on both customer and provider.</p> <p>In the 3 years since the operation of the first CSC in Nicosia, the 5 CSCs now operating on the island have offered more than 800,000 services and have provided information to 500,000 citizens by phone.</p> <p>Certain segments of the population, especially inhabitants of more remote/mountainous areas, since 2 of the CSCs started to operate in such areas, became the immediate recipients of the above mentioned benefits as they could avoid unnecessary visits to distant outlets of public administration.</p> <p>The operation of new CSCs and the systematic expansion of the range of services offered by the CSCs already in operation, is a continuous process.</p> <p>Immediate plans include the establishment of 2-3 more CSCs. The network of CSCs</p>

will be supported in the near future by: (a) a mobile CSC that will offer services especially to inhabitants of more remote/ mountainous areas, (b) a Contact Center which will respond to citizen information inquiries regarding public administration and receive requests for a number of services, via phone and by other means. Additional benefits of the CSCs have been the streamlining / reengineering of traditional bureaucratic procedures into citizen-centric services, and the provision of eGovernment benefits to all population groups, including digitally illiterate individuals, as skilled customer service employees who serve citizens at the CSCs in essence use ICT, on behalf of the citizen, to carry out the citizen's transactions.

One stop shops provide a full offer of integrated services and information about the local service economy. A good tuning between the local service economy, integrated services and the counselling of job seekers guarantees a well-performed local labour market. Local job centres function as an information hub and first-line service for citizens and businesses about all work-related aspects and try to make local labour market policy more coherent and locally embedded. According to the need of citizens and businesses, clients are transferred from the basic services to the broad field of specialized services.

The positive feedback of the initiative has been confirmed by an official survey carried out by the Statistical Service of the Cyprus Government on 11-27 April 2007: 91% of the citizens who visited the CSCs evaluated very positive the quality of services offered by the Centers.

In summary, the initiative, based on an integrated approaches to the provision of social services, is contributing to the modernisation of Cyprian social protection system and to the following SIP relevant policy outcomes:

- increase the productivity and sustainability of the social protection system;
- improve the access and take up of services;
- increase the cost-effectiveness and the quality of the services meeting the needs of citizens;
- improve the social inclusion increasing the people's opportunities to integrate in the labour market.

Open University

(Open University)

<http://www.open.ac.uk/>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Education and training

Education and training, Social inclusion/participation

Summary of the Initiative

The Open University is the world's leading online degrees and distance learning provider, created in 1969 to promote educational opportunities for people who couldn't afford tertiary education and serving today a global community of around 200,000 students a year through its network of over 6,000 tutors and 1,100 full-time academic staff. Today, 374 undergraduate modules, 159 postgraduate modules, 44 overseas versions, and 20 curriculum partnerships are available. ICT has always been at the core of the OU model, which has been going through all the different stages of distance-learning models, from science home experiment kits, to late night TV broadcasts (3,000 TV programmes have been created for the OU with the help of BBC) to the current OpenLearn platform, which since its launch in 2006, has had over 33 million visitors, scoring an average of 350,000 unique visitors a month, and making available over 11,000 hours of learning material, accessible from everybody everywhere in the world. Most of the university activities are carried out online, and students and staff connect 24/7 on course forums, Facebook, and Twitter. Personalised support is offered through email and computer conferencing, as well as through online tutorials, and all the materials needed for completing modules can be downloaded from the platform. In terms of benefits, OU has increased the access/take-up, cost-effectiveness, sustainability, productivity, and quality of education and training services in the UK, with a particular focus on the inclusion of students from low-income families and students with disabilities. More than 20,000 disabled people are currently enrolled at the OU, equal to 13% of its students, compared to 6.9% which is the national average, making the OU the largest provider of education for disabled students among all universities in Europe. Disabled students can access a broad range of tailored services, from financial aid to special equipment and specific learning materials, and are supported by trained tutors and a dedicated Accessibility Centre. OU is a need-driven and outcome-oriented innovation, intended to meet the need for accessible education and training among students - and particularly students with disabilities - in the UK. OU uses an open process of co-creation, as professors, teachers, trainers, researchers, students, businesses, universities, and other institutions collaborate to develop, implement, and adopt the OU's online education and learning services.

OU is a disruptive and transformative innovation, that uses ICTs to create new mechanisms for open access to learning materials. In particular, the OU has implemented 4 ICT-enabled innovations: (i) OpenLearn: a web-based platform that hosts free OU course materials and other educational materials (11,000 hours of material); (ii) Open Research Online: one of the largest university research collections in the UK, with more than 15,000 research publications available online; (iii) iTunes U:

	<p>hosts a wide range of podcasts to listen to, with more than 1 million subscriptions; (iv) YouTube: over 800 videos including clips about student life, current research, and extracts from OU broadcasts and teaching materials.</p> <p>OU operates as an independent registered charity in the UK, with private annual income of £404.2 million (for 2014) derived from funding body grants, tuition fees and education contracts, research grants and contracts, and endowment and investment income. OU is not integrated at administrative or strategic level with government operations.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors

Target users	General, Physical disabilities, Mental disabilities, Low-income, Other (Students / learners)
Intermediary actors	Teachers, Trainers

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Isolated

Outcomes

Main benefits delivered	<p>The Open University (OU) has contributed to SIP policy objectives of implementing active inclusion strategies, by increasing the productivity, sustainability, access/take-up, cost-effectiveness and quality of education and training services in the UK, and particularly for students from low income families and disabled students.</p> <p>In terms of increasing access/take-up of education and training services, the OU's annual reports document that the OU had 211,578 students enrolled in 2013/14, 37,509 (13.7%) of whom are registered with a disability, making OU the largest provider of education for disabled people among all universities in Europe.</p> <p>In terms of supporting active inclusion in the labour market, over 77% of OU students are in employment 6 months after graduation, and more than 30,000 employers</p>
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sponsored staff to undertake OP courses. In addition, 73% of OU students work part-time or full-time during their OU courses.

In terms of increasing the quality of education and training services, the OU's Student Survey results received a 91% overall student satisfaction rating, with 93% of OU students finding their course intellectually stimulating, and 88% happy with the quality of assessment and feedback they received from the OU.

The OU commitment to accessible education is also proven by the amount of learning material freely available on its website and social media channels: in April 2012 the OU became the first university in Europe to reach more than one million subscriptions through the new iTunes U App, downloaded 68 million times by over 10 million visitors. Since launch in 2008, the OU's YouTube channel has generated 27 million video views.

Partnerships for Older People Projects

(Partnerships for Older People Projects)

<https://www.dorsetforyou.com/popp>

United Kingdom

General Data

Type of the Initiative

System

Category of service

Prevention, health promotion and rehabilitation

Social inclusion/participation, Independent living, Integrated care, Prevention, health promotion and rehabilitation

Summary of the Initiative

The Partnership for Older People Projects (POPP) was launched by the Department of Health in the UK to promote healthy and active ageing in 29 localities across the UK, with a total budget of £60 million. Local authorities worked together with health and third sector organisations to develop and deliver new or better services, involving end-users not only in their design, but also in their management, delivery and evaluation. The partnerships had also a strong awareness raising and communication component, leading to increased referrals and take up of services as local knowledge grew and a range of Long-Term Care (LTC) services became available.

The primary objective of POPPs was to improve the health and wellbeing of older people through local projects focused on health promotion, prevention and rehabilitation and home care services. From the 29 sites, 146 core projects were set up to respond to local priorities. Out of those, two thirds focused on the community, addressing social isolation and/or health promotion. One third focussed on reducing pressure on acute care, decreasing admissions, and improving hospital discharge and homecare. Examples of interventions within projects include: training programmes for health and social care staff in older people's services; web-based information services; handyperson schemes; befriending schemes; welfare advice and signposting services; holistic assessments; falls prevention; carer support; rapid response teams; integrated case management and case finding initiatives. Service users' average age was 75 and two thirds were women. 81% of the total 264,000 service users lived in their own homes, others lived in residential or sheltered accommodation. The initiative was extremely successful, and over 85% of implemented projects were continued or even scaled beyond the government funding period.

POPP is a need-driven and outcome-oriented initiative, intended to meet the needs of older people in the UK for healthy and active ageing and social inclusion services in a sustainable and cost-effective way. POPP also employed an open process of co-creation and collaboration, including involvement of service users in design, recruitment, governance, provision and evaluation.

In terms of ICT-enabled innovation potential, the initiative belongs to the disruptive innovation category, with ICT acting as a key enabler for POPP services in terms of: (i) POPP's online centralised management system; (ii) providing web-based information systems for both carers and patients; (iii) end user delivery e.g. homecare, telemedicine, and alarm systems for falls and rapid response services.

POPP is inter-sectorally integrated, with 522 organisations involved in POPP pilot projects alongside local authorities, including Health and Social Care Trusts, emergency services, housing associations, voluntary organisations, social enterprises,

	<p>and private sector organisations.</p> <p>As a result of the high levels of inter-sectoral integration and collaboration outlined above, POPP services are integrated across all service functions including funding, administrative, organisational, and delivery system.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers

Users & actors

Target users	Elderly
Intermediary actors	Social assistants, Social workers, Volunteers, Formal carers, Informal carers, Paid assistants, Other (Health care professionals)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>The Department of Health commissioned a national evaluation of the Programme, undertaken by Personal Social Services Research Unit (Universities of Kent and London School of Economics). According to the report, the project achieved the following results:</p> <ul style="list-style-type: none"> - From the point of view of promoting the modernisation of social protection systems, and particularly through the integration of health and social care for the elderly, the evaluation was very positive, even though collaboration in a physical place resulted more effective than virtual collaboration. More in particular, referrals across agencies, beyond POPPs services, were a linked benefit of improved partnership working. - In terms of civic engagement and social inclusion, user involvement was a strong outcome of the POPPs projects: 77% of them involved users in service design and 93% included users or carers on governance boards and steering committees. - Concerning quality of services, the quality of life for participants of various POPPs projects was measured against a control group of older people with no participation,
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and significant increases in quality of life (12%) were found in POPPs projects providing exercise and practical help. Smaller increases (3-4%) were found in case co-ordination and falls prevention focused projects.

- Concerning increased access and take up of services, the overall annual increase in benefits claimed was £53,768 (€62,500), claimed as personal care support.
- Concerning cost-effectiveness of services, results show that for every £1 (€1.16) spent on POPPs, an average of £0.73 (€0.84) will be saved on the per month cost of emergency hospital bed-days. 85% of POPPs projects gained funding to sustain their project activities beyond the government funding programme, and only 3% of projects closed down.
- One interesting conclusion put forward by the National Evaluation Report on the initiative is that often non-technologic interventions or very simple assistive technologies (such as social alarms) are very effective in increasing elderly people's well-being and autonomy compared to more sophisticated tools: "one operational example concerns those projects focused on improving wellbeing through the provision of practical help, small housing repairs, gardening, limited assistive technology or shopping. For an extra spend of £5,000 per person £96.15 per week – there is a 98% probability that such projects are costeffective compared with 'usual care'. Commissioners putting in place such projects could be reasonably confident that only around 0.2 projects in 10 would not be costeffective."

Pôle Emploi 2015 - 100% Web

(Pôle Emploi 2015 - 100% Web)

<http://www.pole-emploi.fr/accueil/>

France

General Data

Type of the Initiative

Service

Category of service

Employment

Employability, Employment

Summary of the Initiative

Within the framework of the strategic plan «Pôle emploi 2015», Pôle Emploi launched in 2014 a targeted '100% Web' initiative, to provide free e-services for jobseekers considered to be closest to the labour market in France. As part of the current digitalisation work, Pôle Emploi has developed free online services (matching of CVs and job offers, e-counselling, e-training) that can be accessed by any jobseeker or enterprise on the 'Emploi Store' (Job Store in English) platform launched in October 2014. In 2015, the 'Emploi Store' digital platform launched Massive Open Online Courses (MOOCs) specifically targeted to job-seekers. 4 training courses have been made available so far: (i) "Defining your professional project" helps job-seekers to understand in which sector they should look for a job based on their skills, aspirations, and the situation of the job market; (ii) "How to find and select job offers" helps job-seekers to navigate across job offers in an efficient ways; (iii) "CV and motivation letter" helps candidates to write effective CVs and motivation letters; and (iv) "Successful interviews and follow-up" is conceived to prepare job-seekers to successfully undertake phone and face-to-face interviews, maintaining employers' attention throughout the selection process. The 4 courses are free and open to both employed and unemployed people, lasting around 4 weeks and can be followed online 24 hours a day 7 days a week. Discussion forums and online tutors further help students to stay focused and complete assignments. The main benefits of Pôle Emploi's 100% Web initiative are improving the access, take up, and quality of online services for jobseekers and employers in France, with 40 million website visits (500 million page views) in 2014 at 69% user satisfaction rating, plus 14,000 completed MOOC courses in 2015. Outputs from Pôle Emploi's premium e-services for jobseekers included 700 video interviews and 200 connections to e-learning MOOCs among 1,400 jobseekers signed up in 2013. Pôle Emploi's 100% Web is a need-driven and outcome-oriented initiative, intended to meet the need for support services among employed/unemployed people and employers in France. Pôle Emploi's 100% Web initiative is also using an open process of co-creation, collaborating between potential employees, employers, businesses, and government departments to develop, implement, and adopt employment/employability e-services.

Pôle Emploi's 100% Web is a disruptive/transformational innovation, using ICT in the form of an integrated web-based/smartphone platform and MOOCs to deliver education/training, job searching/matching, networking, and support services for jobseekers and employers in France, which would not be possible with non-ICT modes. Pôle Emploi's 100% Web initiative is inter-sectorially integrated at funding, administration, organisational and delivery level, with employment/employability services delivered by the government's Public Employment Services (PES) - Pôle

	Emploi - in collaboration with 60 partners on the Emploi Store and MOOCs platform including private businesses, public service operators, and independent web developers.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Productivity, Access & take-up, Quality, Other (Increase employment)
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	Unemployed, Employed, Small & micro enterprises, Other (Employers, businesses)
Intermediary actors	Other (Civic servants ; employers ; enterprises)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>From the point of view of improving access and take up of services, in 2014 the website recorded 40 million visits (and 500 million pages viewed), ranking pole-emploi.fr the 33rd most visited website in France, and the 1,267 most popular website globally with 5,686 total sites linked in to the Pôle emploi platform.</p> <p>Concerning quality of services provided, the latest national satisfaction survey (conducted on the phone with 4,000 jobseekers in 2013) showed that 69% of users were satisfied with Pôle emploi, 77% used the website (85% satisfied) and 11% downloaded the Pôle emploi mobile application (half of the remaining 89% don't have a smartphone and 34% didn't know it existed), 75% of users were satisfied with the application. A yearly survey carried out online on users' satisfaction with online services in 2013 showed that the website is largely used by those who have a personal job search space and it is their preferred website for 47% of them. The monthly update of personal situation is the most satisfying service (92.6%), while over 80% of users are very satisfied with "unemployment benefits" e-services.</p> <p>The « 100% web » service dedicated to the most independent and educated jobseekers was used by 1,400 jobseekers in 2013, resulting in 700 video interviews and</p>

200 connections to e-modules. Results from a survey conducted in May-June 2014 (over 400 answers received) show very high satisfaction levels (90%-95%), particularly concerning ease of access to a counsellor, the quality of the first video interview and the personalisation of the support provided.

Concerning support offered to Public Employment Services (PES) employees to raise their productivity and improve their working conditions, a new training module called “personalised service and services delivery channels” was attended by 5,000 counsellors in 2013 and 8,600 counsellors in 2014, together with 1,200 managers. Three training modules have also been developed for the implementation of “100% Web”.

Concerning education and training targeting unemployed or underemployed clients, in total 14,000 people took part in the MOOCs online courses in 2015. 7,060 people followed training to define their professional projects, out of which 137 completed a personal presentation. Candidates taking part in the course on “finding and selecting job offers” declared they received feedback on their applications in 169 cases before the courses and in 176 cases after the course. The course generated a number of questions and interactions between candidates and with tutors. The courses will be replicated and new trainings will soon be available on the Pôle emploi platform.

Portal for flexible working

(Flexipraca)

www.flexipraca.sk

Slovakia

General Data

Type of the Initiative

Service

Category of service

Employability

Employability, Employment, Social inclusion/participation

Summary of the Initiative

Flexipraca or Portal for Flexible Work is a 2012 Slovak private sector led initiative providing access to flexible work solutions (e.g. part-time, teleworking, flexitime, shared jobs, compressed work week) to people who have difficulties in keeping full time employment engagements (e.g. stay at home mothers, students, retired people, disabled people, etc.). The Flexipraca initiative has been developed by two social innovators and stay at home mothers using personal funding, and has received a Google Ad Grant award for its social impact. Google Ad Grants empower non-profit organizations, through \$10,000 per month in in-kind advertising, to promote their mission. Flexipraca has a social aim and it addresses an unmet social need of the Slovak society, i.e. the scarcity of job opportunities for stay at home mothers or mothers wanting to return to work but in a part time manner.

The ICT component of the initiative consist of an online portal for employment which is linked to additional tools such as news feeds, social media links, online and offline counselling options. The initiative is a need-driven and outcome-oriented solution addressing primarily the employment needs of stay at home mothers (80% of current users) but also intended to meet the need for flexible jobs among young people, disabled people and retired people.

The portal also supports independent professionals, entrepreneurs, and freelancers who are looking to boost their career and who use the services provided by Flexipraca to develop their portfolio or a business plan. Flexipraca creates a network of experts and professions to help them ramp-up starting business. The initiative may also be interesting for people who aim to work for more economic gains.

The services mediate between job seekers and job providers and the activities offered by the initiative online consist of:

- training sessions for parents/women returning to work, supporting people on the path to self employment, writing business plans;
- a CV database of people who are interested in having a flexible job;
- providing a Search Engine for companies that have vacancies for part-time or other flexible work;
- publishing Virtual business cards or freelance for young professionals/small businesses to achieve visibility;
- raising awareness in the form of articles on www.flexipraca.sk and other media;
- newsletters for job seekers.

The initiative is a disruptive/ transformative innovation, using ICTs (online portal, social media, job feeds) to establish more work opportunities for stay at home mothers and to empower entrepreneurs and start ups in launching their business ideas. Since the initiative is driven by the private sector, the initiative is isolated in terms of service

	<p>delivery, however through a lot of campaigns and awareness raising activities developed by the founders of the initiative, the Slovak society is becoming more open towards accepting and promoting flexible job schemes and employers are using more and more this type of workforce. In conclusion the initiative is slowly being used by the private sector in finding workforce solutions for their flexible employment needs. The Flexible Job Portal contributes to the creation of value outside the boundaries of the public sector and has impacted the Slovak labour market by introducing the idea of flexible work arrangements and their advantages. In this sense the initiative has a disruptive ICT enabled social innovation potential, contributing to changing the way services are created and delivered, especially while addressing the needs of the stay-at-home or returning mothers on the labour market.</p> <p>Since its establishment in 2012, the 'Flexipraca' initiative has contributed to assisting many people to find temporary job opportunities (especially persons with less time availability or with difficulties to become (re)-inserted on the job market: stay at home mothers, students, older adults).</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl

Users & actors	
Target users	20-24, 25-29, Mothers, Unemployed
Intermediary actors	Trainers, Other (Flexipraca staff)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Organisational
Levels of governance of service integration	Isolated

Outcomes	
Main benefits delivered	Since its establishment in 2012, the 'Flexipraca' initiative has contributed to assisting many people to find temporary job opportunities (especially persons with less time availability or with difficulties to become (re)-inserted on the job market: stay at home mothers, students, older adults). Although the platform does not provide information about the total number of beneficiaries or the impact of the initiative, there are over 16

media articles and some case studies describing various successful job reinsertion stories enabled through the platform as well as the overall success of the initiative. Through the help of the online platform, its ads publishing vacancies and the assistance offered to the job seekers in creating a CV or a portfolio for themselves, the Flexipraca initiative manages to match job seekers with various forms of flexible jobs, suitable for their profile and expectations. There is a bulk of the case studies presenting the successful reinsertion on the job market for stay at home mothers. This transition offered by the Flexipraca initiative is of tremendous help in the context of the Central and Eastern European countries, where women face many obstacles in going back to work after their maternity leave, in finding a suitable balance between work and family life in absence of good support systems (shortage of affordable day care facilities for children, economic problems, discrimination when returning at home - see European Commission Communication on the Barcelona Objectives. The development of childcare facilities for young children in Europe with a view to sustainable and inclusive growth. Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. Luxembourg: Publications Office of the European Union.

Regarding its online performance and the number of users it has, the platform can deliver evaluation reports consisting of data on online participation, measurement of the impacts achieved, the number of job acquired and the number of applications used and the trends developed. So far it has around 11 000 followers on Social Media, over 6 000 unique users per months on the website www.flexipraca.sk and daily around 50 active job offers are posted. The initiative is self-sustainable since 2012 and has received a lot of attention in the Media as being a very innovative initiative. It has been awarded the Google Ad Grant for its utility and impact. A lot of the impact achieved by the initiative is related to the activities of educating the Slovak society, especially the private and public sector, into accepting and promoting flexible work arrangements. So far, the initiative managed to influence policy makers to accept such jobs and to create a legislation to allow it. Before 2012, when the initiative was established, this did not exist. Therefore, a lot of the outcomes achieved by the initiative are in the direction of shaping social practices and opening people towards different models of work and service delivery.

Pragulic

(Pragulic)

<http://pragulic.cz/>

Czech Republic

General Data

Type of the Initiative

Service

Category of service

Social inclusion/participation

Social assistance, Employment, Social inclusion/participation

Summary of the Initiative

Pragulic is a social enterprise addressing at the same time homeless people social exclusion and fighting prejudices and negative bias towards homeless people. The enterprise, which started in 2012 thanks to an award won in the international competition "Social Impact Award", employs homeless people as touristic guides in Prague, allowing tourists as well as local residents to see the city through the particular angle of homeless people. Guides, who are selected with the help of local shelter houses and NPOs, go through a 4 week training where they are helped to design a personal tour based on their experience. A series of new projects has started thanks to a mix of grant funding and impact investing secured in 2014: the "Homeless Accelerator" is a "structured support program" designed to offer monetary and non-monetary support (p.e. access to healthcare, including a psychologist) to the guides. The organisation website will also host the "Luck" initiative, where customers pay a small donation online to receive by post a "surprise item" found by a Pragulic guide on the street. Talks to develop the projects in other EU cities are also on-going. The initiative was very successful so far, achieving to create stable employment for the two enterprise founders as well as for their 8 former homeless employees. In addition, the initiative is creating awareness, understanding and empathy towards the situation of homeless people in Prague and beyond. Pragulic won the 2015 Social Impact Award Czech Republic, the ERSTE Foundation Award for Social Impact (2013) and the Future Impact Prize 2013.

Pragulic presents sustained levels of IT innovation: the enterprise website is a key element of the enterprise business strategy, as it allows to attract local and foreign tourists, marketing and selling on-line tour-packages addressing various audiences. Most importantly, it is a strategic part of the enterprise impact strategy, hosting a constructive debate around homelessness and building interest and awareness in a broad community. From the social innovation point of view, the initiative is not only addressing in a permanent way a concrete social need, but is also contributing, by involving beneficiaries into service design, delivery and evaluation, to dramatically change relationships between the different stakeholders involved, and so doing fighting stereotypes and create a more inclusive and cohesed society. Even though the initiative falls in the "isolated" category, informal partnerships are in place with public social and health services at organisational and delivery level.

Policy Relevance

Recommendation Strand of the

Active inclusion, Investing in people

Social Investment Package (SIP)	
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality, Other (provide a new service)
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	Homeless
Intermediary actors	Volunteers, Paid assistants

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Organisational, Delivery system
Levels of governance of service integration	Isolated

Outcomes	
Main benefits delivered	<p>Pragulity is achieving impact by employing homeless people and by fighting prejudices against this particular disadvantaged group.</p> <p>From the point of view of promoting active inclusion interventions focusing on the most distant from the labour market, the enterprise has achieved to employ 8 former homeless people as guides for 3 consecutive years, also helping them to stabilize their living situation by providing them with professional psychologic support and by helping them to find stable housing and refresh their social connections.</p> <p>From the point of view of promoting social inclusion and civic engagement, around 60 volunteers are actively engaged in Pragulic activities, and 10.000 customers have taken part to the guided tours so far (around 35% from abroad) and been sensitized about homelessness.</p> <p>From the point of view of offering high quality and cost-effective services, the enterprise doesn't receive any public funding, therefore offering free services to a particularly disadvantaged group of citizens without any additional cost for the public welfare system. Those services are very appreciated by both direct beneficiaries and by the clients who paying for the guided tours are the indirect funders of the initiative.</p>

Pre Living Home

(Pré Wonen)

<http://www.prewonen.nl/onze-wijken/>

Netherlands

General Data

Type of the Initiative

Service

Category of service

Social housing

Social housing

Summary of the Initiative

'Pré Wonen' is a Netherlands based social housing association (a cooperative) which addresses the need for affordable living facilities for low-income families and people with disabilities. So far it has provided housing solutions to more than 13.000 families/beneficiaries. Following the financial crisis and the changes made to the law concerning housing properties in the Netherlands, the enterprise had to intervene and find a solution in order to become more sustainable and affordable. For this reason the enterprise undergone a service modernization and collaborated with the KPMG consultancy on developing a new operational model for their working system. The ICT component of the new structure allows the centralization of information and uniform data sharing between employees, and a web portal providing self-service web applications and online registration options for users. The online services have been combined with one-on-one targeted meetings. The primary beneficiaries are both the employees and the end users, since the system is aimed at simplifying working procedures for both categories. The mijn.prewonen.nl application is also available on tablet and smartphone. The overall impact of the initiative so far is visible in terms of financial saving costs for the company and improved access to social housing facilities for less advantaged people.

The ICT component of the initiative is contributing to a fundamental change in the way services are delivered by allowing inter-operability of the service, by enabling gains in efficiency and effectiveness brought forward by the reduction of costs with the replacement of face-to-face solutions with automated, online services. The initiative is integrated in terms of funding opportunities, since the association receives help from local authorities in the Netherlands. It is contributing to a sustained, organizational type of innovation, using the ICT as a platform for improving work conditions. The innovative part of the initiative resides in the way the housing offer is addressing the housing demand of disadvantaged people, by mediated support provided by the association and the ICT tool for housing vacancies.

The main benefits of the Pre Wonen project were a €3 Million saving in operational costs for social housing tenants as well as increases in efficiency and quality of service provision.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)

Social protection

Policy objectives of the SIP:

Access & take-up, Cost-effectiveness, Quality

Service provision	
Policy objectives of the SIP: Beneficiaries	

Users & actors	
Target users	General
Intermediary actors	Social workers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Isolated

Outcomes	
Main benefits delivered	<p>From the point of view of providing more cost effective services, the initiative succeeded in raising the efficiency and the quality of services. Evaluation results captured in the KPMG report mention that so far the initiative contributed to 3 million Euros savings in operational costs. Moreover, it acknowledges an improvement in terms of working relations and procedures amongst employees. The report states that Pré Wonen has:</p> <ul style="list-style-type: none"> - Maximized service provision through the means of a new centralized structure and reduced its operating costs. - Made communication more efficient between employees and involved them in the process of modernization. - Increased the quality of services through online presence and search engines, auto match making tools. <p>Concerning support offered to social housing and disadvantaged people in need of a place of residence the service provision also has increasingly improved with the help of more collaborative tools for employees and online presence. Pré Wonen has developed and built more than 15,800 homes and other types of property to provide adequate and affordable housing for low-income families and those living with disabilities.</p> <p>The Pre Wonen housing solution has been active since 2002 and recently it has become more ICT enabled in order to reduce operational costs and to engage people in actively looking for affordable housing solutions on their own.</p>

Public Counter Luxembourg
(Guichet Public Luxembourg)

<http://www.guichet.public.lu/home/fr/index.html>

Luxembourg

General Data

Type of the Initiative

System

Category of service

Social inclusion/participation

Social inclusion/participation, Civic engagement

Summary of the Initiative

In November 2008, the Government of Luxembourg launched the Public Counter (Guichet) initiative as a new e-government portal (www.guichet.lu), with the aim of improving the value and quality of public services and making administrative tasks easier for citizens. Today, the Guichet.lu portal provides a 'one-stop-shop' or 'single access point' for accessing e-government services in the field of social care, education, healthcare, employment, housing, citizenship, taxes, and information on publicly available social services. The web platform was implemented in 2008 as part of the broader national e-government strategy launched in 2005, with the overall aims to: (i) increase efficiency and effectiveness of public service provision; (ii) increase productivity by adapting business processes; (iii) reduce administrative burdens for citizens and businesses; (iv) provide a high quality public service; (v) improve customer satisfaction through better service perception; (vi) achieve a more comprehensive view of users' needs and demands.

The Guichet.lu initiative offers users - citizens and businesses - a single point of contact for all administrative procedures. The portal re-groups detailed information on administrative processes and allows the user to complete them via e-forms or e-services. An online authentication tool and related electronic signature on messages or transactions (LuxTrust) allows citizens to safely submit official forms, and a virtual personal account allows them to keep track of all their files, tracing processes, getting feedback on pending procedures, and storing personal information to be used for pre-filling electronic forms. 'Electronic assistants' - who work as online civil servants- guide users through complex procedures involving multiple administrations, without having to know which entity is in charge of the user's problem, and a helpline enables users to call or email in their problems. User activities are constantly monitored to improve functionalities based on users most frequent questions or encountered problems. The portal is very appreciated by users and is today the 18th most popular website in Luxembourg.

Guichet.lu is a need-driven and outcome-oriented innovation, intended to meet the needs of citizens and businesses in Luxembourg for more effective and efficient access to online public services. Guichet is also creating public value by engaging with and meeting the public service needs of citizens and businesses in Luxembourg.

Concerning ICT-enabled innovation potential, Guichet.lu is a disruptive/transformational innovation, using ICT in the form of an e-government platform accessed by website and smartphone app to provide access to public services online.

Guichet.lu is integrated at the inter-government level. The launch of the portal is the result of the development of paperless exchanges between the government and the citizens, accomplished by the Ministry of Civil Service and Administrative Reform and

	<p>in collaboration with other different government ministries at the local, regional, and national levels (e.g. Government IT Centre, General Directorate for SMEs and Entrepreneurship, Chamber of Commerce, Chamber of Skilled Trades and Crafts). Guichet.lu is integrated with government at the level of funding and delivery. Through the commitment of all actors concerned, the governmental administrations have made important steps towards the delivery of faster, simpler, and more cost-effective relations with citizen and business users.</p>
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors

Target users	General, Small & micro enterprises
Intermediary actors	Other (civil servants)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes

Main benefits delivered	<p>The Guichet.lu platform allows citizens and businesses to access public services and e-government services from a single entry point in a more efficient, effective, and cost-effective way.</p> <p>The platform provides a way to simplify and integrate practices, as well as of monitoring citizens needs. Analysis conducted by the UN Public Administration Programme reports the main benefits of the Guichet.lu initiative in qualitative terms in relation to 9 key benefits : "(i) reducing administrative burdens for citizens and businesses; (ii) improving access to government procedures; (iii) facilitating access to government agents - a helpline enables users to call (or email) in their questions/problems; (iv) improving transparency of procedures through a virtual personal space; (v) enhancing and optimizing service delivery; (vi) enhancing interoperability within government organisations (national and local); (vii) streamlining procedures; (viii) delivering services to users in a seamless, integrated manner; (ix)</p>
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gaining a more comprehensive view of user needs and demands". In addition, the UN Public Administration Programme reports that "access statistics and user feedback are overwhelmingly positive and encouraging", and website statistics from Alexa showing that guichet.lu is the 18th most popular website in Luxembourg (see <http://www.alexa.com/siteinfo/http%3A%2F%2Fwww.guichet.public.lu>).

From the point of view of enhancing the quality and inclusiveness of services, the platform meets several quality standards, including ergonomics (ISO 9241 11-17) and user centered design (UCD - ISO 13407, ISO 9241 – 210), accessibility (inclusion, not exclusion of users through web sites based on WCAG 2.0, and compliance with political decisions taken by the EU-RIGA declaration of June 11, 2006). According to the 2013 EU Commission assessment of the EU points of single contact performance, Guichet.lu scores well above the EU average concerning availability and quality of information, on-line completion of procedures and usability. According to the 2015 EU eGovernment benchmark, the platform scores better than the EU average concerning e-services in the education domain, but slightly below the EU average concerning e-employment services.

Puzzled By Policy

(Puzzled By Policy)

<http://www.puzzledbypolicy.eu/> ; <http://join.puzzledbypolicy.eu/>

Greece, Hungary, Ireland, Italy, Netherlands, Portugal, Slovenia, Spain, United Kingdom

General Data

Type of the Initiative

Service

Category of service

Civic engagement

Social inclusion/participation, Civic engagement

Summary of the Initiative

Puzzled by Policy aims to reduce the complexity of decision making within the EU and reconnect citizens with politics and policymaking by combining successful pre-existing eParticipation tools with new widget technologies to bring policymaking on the topic of immigration and migration 'to the people' in a manner that is both fun and engaging.

The Puzzled by Policy platform takes the form of a website-

<http://join.puzzledbypolicy.eu/> - that integrates 3 main tools: (i) Policy Profiler – profiling application that takes the form of a short online user quiz to match user's views on immigration to existing policy and debate; (ii) u-debate – argument visualisation application that takes the form of a discussion forum where users can register, post, view, and vote on discussion topics and threads; and (iii) Beemboard Widget Syndication Platform – application with language localization and viral features so that NGOs and Policymakers can integrate Puzzled by Policy into their local websites and user platforms.

In 2015, the website recorded 7,000 registered users including citizens, civic society organisations, and policy makers. In terms of benefits, evaluation reports and user surveys document high levels of civic engagement: most users (56.25%) feel more informed on immigration, and that the platform is useful for participation (62.5%). 40.5% of users agreed that the platform increased their engagement with public matters, and 59.5% of users consider that participation through the Puzzled by Policy platform is performed in a clear, open, equal and inclusive way according to the democratic values, and that both the information provided and the deliberation process are clear, reliable and transparent. The platform was also successful in involving immigrants into the debate: 11.34% of users who filled in the evaluation questionnaire were clearly verified as immigrants.

Puzzled by Policy is a need-driven and outcome-oriented innovation, intended to meet the need for greater civic engagement with immigration policies, debates, and issues across the EU. It uses an open process of co-creation, as engaged citizens, civic society organisations, and policy makers all collaborate to develop, implement, and adopt the Puzzled by Policy innovation, which is creating public value through greater engagement with, and knowledge of, immigration issues over the long term.

Puzzled by Policy is a disruptive/transformational innovation, using ICTs in the form of an online platform, user applications, and social media channels to engage European citizens with immigration policies and relevant debates.

Puzzled by Policy is inter-sectorally integrated with government operations at the level of funding, as the project consortium of 12 partners (universities, NGOs, research institutes, and private companies) from 9 EU member states is co-funded by the European Commission under the ICT Policy Support Programme. The total cost of the

project is €3.89 million, with an EU contribution of €1.95 million.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors

Target users	General, Migrants, Ethnic Minorities, Public sector employees, Third/volunteer sector, Other (policymakers)
Intermediary actors	Volunteers, Other (users, members of the consortium)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>The Puzzled by Policy initiative is contributing to SIP objectives of implementing active inclusion strategies, by facilitating civic engagement with immigration policies and debates at the European level, including by involving immigrants.</p> <p>From the point of view of supporting social inclusion and civic engagement, and particularly of disadvantaged groups, the initiative achieved the following results according to a user survey involving 768 people: most users (56.25%) stated that they feel more informed on immigration after using the platform, and that the platform is useful for participation (62.5%). 40.5% of users agreed that the platform increased their engagement with public matters, furthermore, 59.5% of users consider that participation through the Puzzled by Policy platform is performed in a clear, open, equal and inclusive way according to the democratic values, and that both the information provided and the deliberation process are clear, reliable and transparent. Additionally, the majority of users expressed their trust that platform owners are handling privacy and security issues with the appropriate attention and respect. Most users intend to use the Peer-2-Peer platform in the future not only in immigration but also in other policy areas: this is confirmed by the fact that the platform is still used by a growing community of citizens, CSOs and policy makers (more than 7.000 registered</p>
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users in 2015) after the expiry of the EU grant. However, a majority of users (66.5%) wasn't confident on the fact that policy makers would have taken up their proposals. An in-deep evaluation was also performed by 8 stakeholders (2 NGOs and 8 experts): feedback was very positive concerning the quality of information provided and the usefulness of the tool for both the public, policy initiators and NGOs. However, the platform's content was considered too complex, making it difficult for people lacking a deep understanding of migration topics to participate. This result is somewhat contradicted by the fact that the 11.34% of users who filled in the evaluation questionnaire were clearly verified as immigrants.

Users showed a positive attitude towards easiness to use of both the Policy Profiler and the Debate tools. They also hold a positive opinion as regards the automatic translation functionality of debate content and the easiness to download and install the Puzzled by Policy widget. Moreover, most users stated that the platform does not require a lot of mental effort to use, their interaction with the platform is clear and understandable and the platform is easy to use.

RIRVA NETWORK: setting up a national referral system on the Assisted Voluntary Return

(Rete Italiana per il Ritorno Volontario Assistito)

www.reterirva.it

Italy

General Data

Type of the Initiative

System

Category of service

Social inclusion/participation

Social care, Social inclusion/participation

Summary of the Initiative

Since 2009, RIRVA has been the Italian reference system offering information on the Assisted Voluntary Return (AVR) gathering together more than 300 public and private bodies/organisations.

Thanks to the help of a national call-centre (Return Help Desk), multilingual materials and trainings, the network is able to provide migrants with:

-information on the AVR

-and help the migrants interested in the measure to fill out the required forms and send them out to the bodies implementing the AVRs.

RIRVA was created to spread information on the assisted voluntary return and enhance the accessibility of return. It promotes more information to immigrants and personnel training. The personnel are mostly social workers who ensure that the return is safe, voluntary, dignified and sustainable. The Assisted Voluntary Return is the possibility offered to third country nationals to voluntarily go back to one's country of origin in security and with the due assistance.

RIRVA is a need-driven and outcome-oriented initiative, and provides a fundamental change in the relationships between stakeholders. RIRVA is a sustained/organisational innovation using ICTs to support, facilitate or complement existing efforts and processes to improve organisational mechanisms of services provision. RIRVA's initiative is inter-sectorially integrated at funding, administration, organisational and delivery level and provides collaboration between government and service delivery providers in private or non-for-profit sectors.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)

Social protection, Investing in people

Policy objectives of the SIP: Service provision

Productivity, Sustainability of the system

Policy objectives of the SIP: Beneficiaries

AHA / formal and informal carers

Users & actors

Target users

Migrants, Ethnic Minorities, Third/volunteer sector

Intermediary actors	Social assistants, Social workers, Volunteers
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IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>RIRVA fosters activities of raising awareness on the AVRs and offering migrants consultancy in order to provide them with the necessary help in accessing the best measure and finally reporting the cases.</p> <p>At the June 9, 2015, a conference on the implementation and results of the Network was held in Rome. At the end of the six-year cycle, the final conference sponsored by the Network RIRVA set out to make an assessment of the European Fund and the Return of the role played by the Italian Network for Assisted Voluntary Return.</p> <p>Outcomes in the 6 years of NIRVA and RIRVA have been:</p> <ul style="list-style-type: none"> - Construction of a social culture of the return Legitimising the programmes of return as one of the possible answers to migrants specific needs during their migration path; - Awareness raising on the measure reaching more than 70.000 people during the last three years, besides also reaching civil society thanks to national video spots - Easy access to the measure: from 101 Members of NIRVA Network 1 to 341 current members of RIRVA VI, with more than 50% of return collected and reported by the network members - Since 2014, 227 information points have been created with the purpose of fostering activities of awareness raising on the AVRs and offering migrants consultancy in order to provide them with the necessary help in the access and choice of the best measure for them. <p>They also promoted awareness and information activities on the AVR on the territory addressing local actors and citizens, in cooperation with the actions carried out by the information points.</p> <ul style="list-style-type: none"> - Other related ongoing projects created are: Return Reintegration, Back to Future, Ausilium, and Partir V. - increase the capacity of local services to respond to the needs of migrants at a critical stage of their lives; - set up of a steady reference point: 75% of calls received by the Help Desk are from non-members of the Network. <p>The network represented the first organisational model adopting a transnational approach and it has built a strong integration among different operative levels (local, national and transnational) in the context of migration and mobility.</p> <p>Based on the promotion of a synergy among migrants and national territories through the interventions of Focal points, having specific functions of coordination and integration of the different entities, are able to activate financial resources to facilitate the return of migrants.</p>
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The network promoted the return also in cultural terms, through a campaign to raise awareness among migrants, in order to convey the message that the return does not constitute a failure, but an opportunity of choice at the end of a migratory phase.

Safety button

(Drošbas poga)

<http://www.samariesi.lv/>

Latvia

General Data

Type of the Initiative

Service

Category of service

Independent living

Independent living, Integrated care, Prevention, health promotion and rehabilitation

Summary of the Initiative

The “Safety button” is a service offered by The Samaritan Association Latvia (LSA), which consists in a device, wearable as a bracelet or necklace, allowing elderly people or chronic patients to quickly communicate with care specialists 24/7. In case of emergency, pressing the signal button will activate an operator who will immediately check with the patient and provide the required assistance. Centre operators have full access to patients’ health records and are therefore able to promptly understand their needs. When patients can’t be reached or are not able to talk, an emergency team is immediately sent at their place. Other operative services – as emergency medical service, police, firemen etc. – can also be alerted in real time. The service, which is partly subsidized by local authorities (in Rga, Ventspils, Daugavpils, Jelgava, Csis, Ape, Skrunda, Balvi, Smiltene), can also be purchased, and is now used by around 1300 people all across the country.

An empirical study has found that the tool increases elderly people self-confidence while lowering stress and affecting positively interaction with case workers and public officers, who save time and resources thanks to the reduction of hospitalisations.

From a social innovation perspective, the initiative addresses in a longlasting way the needs of elderly people, allowing them to independently live at home for a longer period. Safety Button also allowed the creation of collaborative innovation networks, as end-users and other relevant stakeholders participated in the development, implementation and adoption of the service.

In terms of ICT innovation potential, the initiative falls in the disruptive category, providing a service which couldn't be delivered otherwise.

The Safety Button is integrated with governmental operations at the funding level, since beneficiaries in economic restraints can receive funding by local authorities to access the service. There are also elements of administrative and organisational integration, since centre operators have full access to patients’ health records and are coordinated with other operative services – as emergency medical service, police, firemen etc.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)

Social protection, Investing in people

Policy objectives of the SIP: Service provision

Productivity, Sustainability of the system, Cost-effectiveness, Quality

Policy objectives of the SIP:

AHA / independent living, AHA / formal and informal carers

Beneficiaries	
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Users & actors

Target users	Elderly
Intermediary actors	Social workers, Paid assistants

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational
Levels of governance of service integration	Inter-governmental

Outcomes

Main benefits delivered	<p>An empirical study on the efficacy of the Safety Button was conducted by the Medical College of the University of Latvia in the framework of the Central Baltic Sea Region Interreg IVA cooperation programme “Innocare” between 2011 and 2014. 28 elderly people from Csu and 36 elderly people from Apes were provided with the Safety Button and their behaviour was monitored for several months. 4 social workers and 4 members from Csu and 5 social workers and 4 public officers from Apes were also involved. The results of the research were positive on the fact that the tool increases elderly people self-confidence while lowering stress and affecting positively interaction with case workers and public officers, who save time and resources thanks to the reduction of hospitalisations.</p> <p>More in detail, the following benefits were identified:</p> <ul style="list-style-type: none"> - From the point of view of improving the quality of services and fostering elderly people’s independent living, 80% of surveyed beneficiaries declared that they felt more secure and self-confident thanks to the safety button, and more than two thirds of them thought that the service would allow them to stay at home even if their health deteriorated. - From the point of view of supporting formal and informal carers, both families and social workers agreed that the service had decreased their levels of stress and concerns for patients, and that the emergency button would allow their clients/relatives to live longer at home even if their health deteriorates. - Concerning cost-efficiency, in Ape 4 emergency buttons would cost as keeping 1 person in nursing-home, whilst in Cesis 15 safety buttons would cost as keeping one person in nursing-home.
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SAM:BO - Cooperation on care pathways in Southern Denmark

(SAM:BO - Samarbejdsaftale om patientforløb)

<http://www.regionsyddanmark.dk/wm348133>

Denmark

General Data	
Type of the Initiative	System
Category of service	Prevention, health promotion and rehabilitation Independent living, Integrated care, Prevention, health promotion and rehabilitation
Summary of the Initiative	<p>SAM:BO is a partnership between all public healthcare players in the Region, these are four hospitals, 22 municipalities and all GPs in the Region of Southern Denmark. It benefits patients - and particularly elderly patients and patients suffering from chronic conditions - by ensuring seamless transfer from hospital to community care, enhancing quality of care and wellbeing for patients and facilitating cooperation between hospitals, general practices, and municipalities (which provide social and home care services).</p> <p>SAM:BO also presents disruptive levels of ICT innovation: further to an IT system used by around 10.000 practitioners allowing case management, back office and front-line integration all across the region, telecare and telemedicine facilities are also provided to those patients who need constant monitoring and health assistance at home.</p> <p>SAM:BO is socially innovative because, further to facilitate cooperation and co-delivery of services between different public and private providers, it engages patients and informal carers in the whole rehabilitation planning process, leading to better communication and high level of trust in the public administration and to a reallocation of public value. SAM:BO is particularly strong in terms of integration: all the municipalities, public hospitals and the regional authority of the Region of Southern Denmark are involved in the partnership, which, at delivery level, also includes many service providers from the private and third sector. At policy level, SAM:BO is not only part of the national e-government and health strategy, but also of the regional smart specialization strategy, which includes activities at the crossroad between the e-health, AHA and social innovation domains. Integration occurs at funding, administrative, organisational and delivery level, and is enabled by a shared information and case management system.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers

Users & actors

Target users	General, Elderly, Physical disabilities, Mental disabilities, Patients
Intermediary actors	Social assistants, Social workers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Pervasive

Outcomes	
Main benefits delivered	<p>At internal monitoring level, the programme is regularly evaluated by a team of hospital and municipalities managers, with a view to constantly improve the service provided. The following benefits have been identified:</p> <p>From the point of view of increasing social protection systems sustainability by providing more cost-effective services, SAM:BO has allowed to reduce remarkably re-hospitalisations rates, from 1200 to 300 between 2007 and 2014. This is likely to translate into considerable savings for the public sector. Since the implementation of SAM:BO, patients are discharged faster and there has been a substantial decrease in the number of patients at the hospitals waiting to be discharged.</p> <p>From the point of view of improving the quality of services, patients are discharged faster from hospitals and are satisfied with home arrangements, also considering that complex patients continue to be monitored from home thanks to the Shared Care Portal. More in detail, the solution has a positive effect on elderly patients' wellbeing, with a significant improvement in their perceived quality of life, mainly in terms of increased vitality and improved mental health.</p> <p>From the point of view of supporting the integrated health and social care of older people, communication and collaboration between hospitals and municipalities have steadily improved thanks to the implementation of SAM:BO.</p>

Saving Energy in Social Housing with ICT

(Saving Energy in Social Housing with ICT)

<http://www.esesh.eu/home/>

Austria, Belgium, France, Germany, Italy, Spain

General Data

Type of the Initiative

Service

Category of service

Social housing

Social housing, Civic engagement

Summary of the Initiative

The eSESH project designed and piloted innovative ICT-enabled solutions for sustained reductions in energy consumption across European social housing. eSESH provided social housing residents in 10 European countries with ICT-based Energy Management Systems (EMS) and Energy Awareness Systems (EAS), which enabled emission reductions and cost savings for social housing tenants, associations, and governments, while simultaneously improving tenants' ICT skills and interest in environmental sustainability. Across 10 European social housing associations, tenants were given access to Energy Management Systems and Energy Awareness Systems through a web-based platform that allows users to quickly and easily obtain energy consumption information for their property at monthly or daily intervals. Tenants then use this information to monitor and evaluate their consumption, and to implement ideas and strategies to lower their consumption levels and costs. In this way, eSESH also provides social housing providers and local/regional/national government with effective ICT monitoring and control of local heat and power generation, as well as rich quantitative data for optimising social housing policy and investment decisions relating to energy. The project was very successful and the service has been continued after the expiry of the EU grant, with all 10 eSESH pilot locations deciding to continue to offer and expand their eSESH service offerings in the future, and to continue their awareness campaigns, energy coaching, and related activities for social housing tenants across Europe.

eSESH is a need-driven and outcome-oriented initiative, addressing the need for cost-effective and sustainable social housing in Europe, and orientated to the outcome of reducing social housing energy consumptions and costs through the use of ICT. The eSESH initiative also relies on an open process of co-creation and collaborative innovation networks, as social housing tenants (end-users) and other stakeholders (social housing associations, local government) participated in the development, implementation, and adoption of the eSESH services.

In terms of ICT innovation potential, eSESH represents a sustained/organisational innovation, as ICT-enabled and integrated Energy Management Systems and Energy Awareness Systems support, complement, and facilitate existing efforts in social housing improvements through energy consumption/cost reductions.

Concerning levels of governance of service integration eSESH is an inter-sectorally integrated initiative, collaborating between social housing providers and government at the local, regional, national, and international (European) scales. As for types of service integration, eSESH is integrated across all service functions, as funding, administrative, organisational, and delivery functions cross-cut between social housing associations, their residents, and government stakeholders at local, national, and international

	scales.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Sustainability of the system, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	Living in social housing
Intermediary actors	Other (Social housing service providers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>All 10 eSESH pilot sites decided to continue to offer and expand eSESH service offerings in the future, and to continue their awareness campaigns, energy coaching and related activities for social housing residents.</p> <p>From the point of view of modernising social protection systems through more cost effective services, energy consumption savings, related cost savings for tenants and public authorities, and reduced CO2 emissions were measured for 5,865 social housing tenants (2,666 social houses) included in the pilots. The evaluation report found that eSESH's energy efficiency investments are a cost-effective means for decreasing energy consumption, reducing energy bills, and reducing the likelihood for energy poverty. The eSESH solution, offering energy management (EMS) and awareness services (EAS) based on ICT and smart metering, achieved 9% savings for heating and 5.9% for electricity on average across all social housing residents. In addition, 5.457m³ hot water and 3.186m³ cold water were saved. Savings amount to 570MWh which equals 134 tons of CO2 per year. Financial pay-off/sustainability is achieved by most stakeholders during the first 3 years, and by almost all stakeholders after ten year across ten pilot sites in six countries. The socio-economic net benefit for the eSESH project, extrapolated for ten years, amounts to €1.9Million.</p> <p>- From a social inclusion point of views, surveys with users evidenced broad</p>

satisfaction with the service, better IT and management skills as well as increased interest into environmental issues by tenants.

Scottish Patients at Risk of Readmission and Admission

(Scottish Patients at Risk of Readmission and Admission)

[http://www.isdscotland.org/Health-Topics/Health-and-Social-Community-Care/SPARRA/ &](http://www.isdscotland.org/Health-Topics/Health-and-Social-Community-Care/SPARRA/)

United Kingdom

General Data	
Type of the Initiative	Service
Category of service	Prevention, health promotion and rehabilitation Independent living, Integrated care, Prevention, health promotion and rehabilitation
Summary of the Initiative	<p>SPARRA is a risk prediction tool developed by Scotland's national Information Services Division, which predicts an individual's risk of being admitted to hospital as an emergency inpatient within the next twelve months. Each quarter, risk scores are calculated for approximately 4.2 million Scottish citizens aged 16 and over, and details of those whose score indicate that they may be at increased risk of emergency hospital admission are distributed to NHS Boards, Community Health Partnerships (CHPs) and other health agencies. The tool, which has been developed primarily to help tackling issues related to an ageing population in Scotland, allows to identify people at risk of hospitalisation and to put in place personalised preventative care plans, working in synergy with GPs, district nurses, social carers and other public and third sector organisations.</p> <p>The initiative presents both high levels of IT innovation potential and of social innovation, since it is dramatically changing not only the relationship between the different stakeholders involved in the care process (private and public health and social service providers, informal carers, patients, civil society organisations etc...) and fostering integration of services between different departments and levels of government, but is also promoting a cultural shift from a traditional healthcare system based on hospitalisation connected to the occurrence of a traumatic event to a preventative model of care, where patients and their families are empowered to prevent the arising or worsening of their health conditions and safely enjoy life in their homes for a longer period.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers

Users & actors	
Target users	General, 0-5, 6-12, 13-19, Elderly, Physical disabilities, Addicts, Patients

Intermediary actors	Social assistants, Social workers, Formal carers, Informal carers
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IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes

Main benefits delivered	<p>Results achieved using SPARRA have been widely monitored both at central and local level, and particularly concerning the following SIP policy objectives: increasing the sustainability of the social protection system, increasing the quality and cost-effectiveness of services, reducing incidence and prevalence of frailty and disability of older people (disease prevention, health promotion, and rehabilitation) and, at local level, supporting the integrated health- and social care of older people, improving access and take up of services, and increasing the capacities of older people to manage self-care and independent living at home.</p> <p>At central level, the YECH (2013) evaluation identified the following benefits as a result of the use of SPARRA:</p> <ul style="list-style-type: none"> - 20% reduction in emergency admissions - 10% reduction in length of stay - £16 million (€21 million) total cost savings in general medicine in terms of the total cost in 2013/2014. - £90 (€120) saved per person in polypharmacy reviews. <p>In addition, several initiatives were assessed at the local level, scoring well also in terms of patients' satisfaction and perceived well-being:</p> <ul style="list-style-type: none"> - In Aberdeenshire, since the adoption of SPARRA in 2010, use of secondary care bed associated with frail elderly has decreased by 10%, making it possible to cut the equivalent of 30 beds for acute admissions. This has allowed to shift £3.2 million to community activities. - The East & Midlothian CHP conducted a patient evaluation survey whose results were very positive both in terms of patients' satisfaction and improvements in their awareness and self-management capacity. The use of SPARRA allowed to identify patients not otherwise known, engaging them into anticipatory care planning. In addition, according to the service's own internal evaluation, the use of SPARRA to put in place personalised health and social care strategies for people at risk allowed a reduction in the number of bed days per patient from 23 to 7. - In the Highlands, in 2011 the use of SPARRA led to a 29% reduction in visits to the emergency room and a 47% reduction in occupied bed days for patients who had an Anticipatory Care Plan (ACP) in place; on the contrary, patients with a SPARRA score of 50% who weren't provided with a personalised ACP showed an increase in both emergency visits (+59%) and occupied bed days (+63%).
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- In Lanarkshire, SPARRA has been used by district nurses to bring personalised anticipatory home care to around 700 elderly people in collaboration with GPs, Social Workers, Housing associations, Alzheimer's Scotland and Mental Health nurses. According to internal reports, admission rates for beneficiaries range from 3% to 12%, considerably less than for people not in the programme, in addition, the initiative has resulted in improved morale for District Nurses and improved multi-agency working.

SenioriNET – NGO network that offers services for elderly people
(SenioriNET - Retea ONG de servicii dedicate persoanelor varstnice)

<http://www.seniorinet.ro/despre-proiect>

Romania

General Data	
Type of the Initiative	Service
Category of service	<p>Integrated care</p> <p>Social care, Independent living, Integrated care</p>
Summary of the Initiative	<p>This initiative aims to strengthen the long-term capacity of NGOs in the social sector and to support their active participation in improving strategies and policies that ensure an increased access to home care services for Romanian seniors. The project initiated in July 2013, at the initiative of Caritas Romania, the principal applicant, together with its 4 partners: White Yellow Cross Foundation, Habilitas Association, ADAM Association and Four Change Association. By creating SenioriNET network, one of the key outcomes of the project, was to coagulate the NGOs initiatives to influence policy in services for the elderly, especially home care. Improving cooperation and dialogue with local and central authorities will publicize the services provided by NGOs and authorities will increase the interest to support policy development for services addressed to elderly. The project has a duration of 2 years and a total budget of CHF 251,102.25 (223,481.00 represents grant financing). SenioriNET is co-financed by a grant from Switzerland through the Swiss Contribution to the enlarged EU under the Grant Scheme for NGOs, Thematic Fund for Participation in Civil Society. This initiative provides for a need-driven/outcome-oriented production where outcomes are intended to meet the needs of society or specific groups in society in a long lasting way. It is a sustained/organisational innovation using ICTs to support, facilitate or complement existing efforts and processes to improve organisational mechanisms of services provision. The initiative is an inter-sectoral integration providing collaboration between government and service delivery providers in private or non-for-profit sectors. This initiative has brought about better collaboration between NGOs, government and allows for stakeholder involvement (family, church, family physicians). There has been an increase in European funding which led to more staff being trained for new home care services. Campaigns have been created to promote in-home care information, increasing access to this service, by the elderly. The Seniorinet performed a survey, whose results are summarised in a document available on the web site, that provides an overview on the home care services offered in Romania from public authorities and no-profit providers. It provides a comparative distribution of respondents between ONG and Authorities; a balanced geographic distribution of services between ONG and Authorities, description of the environment in which services are provided between ONG and Authorities and the type of home care services offered. Recommendations and critical issues resulting from the survey are the basis of a proposal of a national strategy related to the protection of the elderly and to promote active aging policies that cover the following four main areas: 1) extension of life and healthy aging; 2) promoting employment for elderly; 3) increase social and political participation of seniors groups and 4) improve the self-dependence of the elderly and the services related to long term care. Those targets are also meet EU objectives, for which active and healthy aging is</p>

	<p>an essential element (see Strategy for Europe 2020). In order to increase the coherence between policy commitments made in the context of Europe 2020 and investments at the scene, the EC adopted the Common Strategic Framework for cohesion Policy 2014-2020, which, among other measures, established active aging as an ex-ante conditionality to receive financial support from the European Structural Funds. The SeniorNet proposed a policy paper on the operation, regulation and the sustainability of social home care services for elderly at national level. At the Forum meeting of Home Care Providers, held in Sinaia in June, 2014, policy makers were called to express public support for many related initiatives.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection
Policy objectives of the SIP: Service provision	Access & take-up, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / independent living, AHA / formal and informal carers

Users & actors	
Target users	Elderly, Social enterprise, Third/volunteer sector
Intermediary actors	Social assistants, Social workers, Volunteers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>This initiative has brought about better collaboration between NGOs, government and allows for stakeholder involvement (family, church, family physicians). There has been an increase in European funding which led to more staff being trained for new home care services. Campaigns have been created to promote in-home care information, increasing access to this service, by the elderly. The Seniornet performed a survey, whose results are summarised in a document available on the web site, that provides an overview on the home care services offered in Romania from public authorities and no-profit providers. Recommendations and critical issues resulting from the survey are the basis of a proposal of a national strategy related to the protection of the elderly and to promote active aging policies that cover the following four main areas: 1) extension of life and healthy aging; 2) promoting employment for elderly; 3) increase social and</p>

political participation of seniors groups and 4) improve the self-dependence of the elderly and the services related to long term care. Those targets are also meet EU objectives, for which active and healthy aging is an essential element (see Strategy for Europe 2020). In order to increase the coherence between policy commitments made in the context of Europe 2020 and investments at the scene, the EC adopted the Common Strategic Framework for cohesion Policy 2014-2020, which, among other measures, established active aging as an ex-ante conditionality to receive financial support from the European Structural Funds. The SenioriNet proposed a policy paper on the operation, regulation and the sustainability of social home care services for elderly at national level. At the Forum meeting of Home Care Providers, held in Sinaia in June, 2014, policy makers were called to express public support for the following goals and to:

1. Place on the public agenda, the complex problem of government programs for the elderly, including intervention measures necessary in the context of demographic aging trend accentuated;
2. Develop and ensure the continuity of all public policies for the principle of human dignity;
3. To develop and implement the National Strategy for Older Persons, which considers the continued employment of older people as much as possible, through an action plan with concrete measures intervention and corresponding resource allocation.
4. Support and promote collaboration and partnership between local and Central and nongovernmental sector
5. Integrate social and health home care services through a uniform regulation, validated by the two ministries and assumed by the Government;
6. Develop and approve a classification of social and quality cost standards for socio-medical service.;
7. Develop a law of contracting social services and social care.
8. Create an institutionalized framework for employment, motivation and professional development.

Social participation has also been implemented by allowing civic involvement through both formal and informal social networks and increasing the level of welfare, including level of happiness, satisfaction about life, self-esteem, sense of control, physical health, reduced risk of depression and longevity. Promoting employment and social participation among the elderly population may also contribute to achieving the objective of reducing Romania number of people at risk of poverty or social exclusion by 580,000 people by 2020.

Sheffield Community Network
(Sheffield Community Network)

<http://www.sheffieldcommunity.net/>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Employment

Employability, Social inclusion/participation

Summary of the Initiative

The Sheffield Community Network (SCN) is an ICT-enabled initiative in Sheffield, north England, that aims to create and safeguard jobs in socio-economically disadvantaged communities by supporting social enterprise/private business in the digital sector with skills, networks, funding, and neighbourhood-based facilities for digital inclusion/participation. The SCN initiative currently consists of 4 main parts: (i) Digital Media Centres Network: a network of 12 Digital Media Centres, which are community development organisations, forums, associations, and incubator spaces that provide support (co-working spaces, seed funding, capacity building support, mentoring, and personalised education/training services) to digital entrepreneurs/businesses; (ii) Digital Media Hub: a physical building in Sheffield that provides co-working/office spaces, furniture, and ICT facilities (computers, broadband internet, printers, audio/visual equipment) to digital entrepreneurs/businesses; (iii) Virtual Community Centre: a high definition, state-of-the-art web streaming, recording and video conferencing service offered by the SCN; and (iv) Lunch+ Events: organised networking/information events for digital entrepreneurs/businesses, which aim to share and publicise the resources generated by the SCN initiative, while also creating new opportunities and collaborations in the digital economy. Since its launch in 2012, SCN's proven benefits include the creation of 52 new jobs and 21 new businesses, 43 jobs safe-guarded, 77 businesses that were helped to grow, and over 500 people attended knowledge sharing/practical advice sessions on enterprise.

SCN is a need-driven and outcome-oriented initiative, intended to meet the needs of socio-economically disadvantaged communities in Sheffield by increasing their opportunities for social inclusion and self-employment in the digital market. It is also a collaborative innovation network, with social entrepreneurs/businesses (end users) collaborating with government and non-government stakeholders to develop, implement, and adopt these digital inclusion innovations. In turn, these innovations are creating/allocating public value by responding to the needs of socio-economically disadvantaged people in Sheffield.

SCN is a disruptive and transformative innovation, using ICT to support digital entrepreneurs/businesses in multiple ways. In particular, the 12 digital media centres have received €683,000 worth of ICT equipment (computer terminals, broadband internet), so that they can provide access to a city-wide virtual platform that hosts tools for web development, podcasting and webcasting, and knowledge sharing facilities to support entrepreneurs, including: (i) Digital Content Exchange website - an open digital library for sharing resources; and (ii) Virtual Community Network - a web streaming, recording and video conferencing service accessible to everyone. These 12 digital media centres are supplemented by the Digital Media Hub that has 8 workstations and

	<p>professional software packages for digital businesses; and users sign up to the Lunch+ events online using a web-based management system (Eventbrite).</p> <p>The SCN is an inter-sectorally integrated initiative between Sheffield City Council (public), the European Regional Development Fund (public), Access (social enterprise), Community Media Association (non-profit private), Community Media Solutions (private), and the Cultural Industries Quarter Agency (non-profit private organisation).</p> <p>Types of service integration: SCN is integrated at the level of funding, organisation, and delivery. A total of €3.1 million from the European Regional Development Fund was matched with €3.1million from the Sheffield City Council, with services organised and delivered by Sheffield City Council plus 12 organisational partners across Sheffield.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	Unemployed, Small & micro enterprises, Social enterprise
Intermediary actors	Volunteers, Trainers, Paid assistants, Other (Civil servants and local authority staff)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Since its launch in 2012, the Sheffield Community Network's proven impacts/benefits in the SIP fields of facilitating inclusive labour markets and self-employment, and supporting social inclusion through education/training are:</p> <ul style="list-style-type: none"> - The creation of 52 new jobs. - The creation of 21 new businesses. - 43 jobs that were safe-guarded. - 77 existing businesses that were helped to operate and grow. - Over 500 people who attended knowledge sharing and practical advice sessions on enterprise.

Snoezelen
(Snoezelen)

<http://3lobit.sk/>

Slovakia

General Data

Type of the Initiative

Service

Category of service

Integrated care

Childcare, Social care

Summary of the Initiative

The “3lobit” civic association in Slovakia has developed “Snoezelen”, a multisensory environment widely used in all devices and spaces aimed at accommodating and providing more well-being to people with special needs. The Snoezelen method can be applied to multiple environments and scenarios, from home to special care facilities, and it has proven effective in alleviating the conditions people with intellectual and mental disabilities face.

The association has been providing training, support activities, awareness campaigns and even assistance in building environments using the Snoezelen technique. So far, over 350 people suffering from intellectual disabilities (especially children with autism or Asperger syndrome) have benefitted from the activities of the association and implicitly from this kind of therapy.

The association is providing the following integrated services for people with special needs:

- An information portal on the method of Snoezelen - www.snoezelen.sk. The portal offers information on trends in designing multisensory environment and provides examples of its use in work with selected groups of people. The portal also contains a register of establishments in the Czech Republic and Slovakia, which in their work with students and clients use multi-sensory environment (see:

<http://snoezelen.sk/snoezelen-v-sr-a-cr/>);

- Personalized training and counselling in the use of the Snoezelen method;

- Therapeutic services such as EEG biofeedback, the analysis of the heart rate variability (HRV) and others;

- The association also established a commercial component of the initiative which is selling technological products designed for people with intellectual disorders, and all the profit is re-invested in the activities of the association. The online shop provides a wide selection of components for the Snoezelen room and a varied assortment of toys and sensory aids for the development of sensory perception, movement, speech and cognitive abilities in children, adults and seniors.

The ICT component of the initiative is highly innovative in means and approach, contributing to a fundamental change of the way the needs of the people with special needs are addressed and fulfilled. The initiative is an example of inter-sectoral integration of services between public, private and third sector institutions.

The ‘Snoezelen’ initiative reportedly proves efficient and effective in ensuring a comfortable and safe environment for people (especially children) with special needs to develop in. On the long term it improves chances of users to become socially integrated in society and to be able to communicate better, to cooperate with others and to achieve their goals wherever they are (in the community, at school, at home,

	etc.).
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Investing in people
Policy objectives of the SIP: Service provision	Quality
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, Children / Early childhood ed. & care

Users & actors	
Target users	0-5, 6-12, 13-19, 20-24, 25-29, Adults, Families, Informal carers, Formal carers, Other (teachers, therapists, counsellors)
Intermediary actors	Formal carers, Informal carers, Other (Family members)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>From the perspective of improving active inclusion of people with disabilities, the 'Snoezelen' initiative provided by the third sector initiative '3lobit' in Slovakia is creating multisensory environments widely used in all devices in order to accommodate people with special needs, especially children. The technology enabled and enhanced through the services of the association has been contributing to helping the people with various cognitive disabilities or who suffered psychological traumas to improve their quality of life and to become more actively included in society. During a 2013 study conducting personal interviews on the impacts of Snoezelen in Slovak facilities, it has been proven that multisensory environments allow children to connect with their emotions. The supporting applications and the selected therapeutic methods and integration activities enhance their autonomy and chances of social inclusion for people with special needs. In this sense the initiative is contributing to achieving better standards of life for people with special needs and enabling them to become more socially included.</p> <p>Usually setting up Snoezelen rooms is expensive, but the association has developed a methodology and know-how to eliminate the cost by involving the users in the development of the technical equipment, thus improving the access and take up of services in the field. Slovakia reportedly also lacks possibilities of training and consultancy in the field of Snoezelen, and the association also provides therapeutic</p>

trainings, online and offline.

People who benefited from the application of the Snoezelen technique in Slovakia reports the following achievements:

- understanding and improving their individual sensory perception;
- Developing their cognitive abilities and communication;
- Development of their perception of cause and effect;
- Improved concentration;
- Acquisition of new and support existing skills
- a positive impact on education and therapy;
- Improving the relationship between user and therapist / parent
- Reduced aggressiveness, self harm and violent behaviour;
- Improved ability to relax and unwind;
- Reducing stress and stereotyped behaviour;
- Improved social interaction and integration;
- The total effect on the user's manifesting itself in daily life.

A lot of the success of the initiative is based on developing the community of care and engaging specialists, teachers, therapists and counselors in educational and awareness raising activities meant to assess the research in the field and to find new ways to improve the Snoezelen techniques and rooms.

Social Innovation Relay
(Social Innovation Relay)

<http://sir.ja-ye.org/>

Belgium

General Data

Type of the Initiative

Service

Category of service

Employability

Education and training, Civic engagement

Summary of the Initiative

SIR is a global competition launched in 2010 by the Junior Achievement Young Enterprise Europe (JA- YE Europe) in partnership with Hewlett-Packard (HP) and the Nationale-Nederlanden Group, with the aim of enhancing secondary school students' knowledge and interest towards social innovation and entrepreneurship while developing their ICT skills and employability/employment opportunities for the future. The SIR competition is introduced to students in schools or online by HP volunteers (who have previously received specific training), and particularly to familiarise them with the concept of social innovation and the range of social challenges that they could contribute to overcome by creating a business. At this point, students register on the SIR online platform and take the SIR Quiz. After passing the quiz, they take a training course - HP Learning Initiative for Entrepreneurs (HP LIFE) - on social entrepreneurship, and then form into teams (2-4 students plus teacher) to submit a business concept (300 words). The top 20 concepts advance to the next round of the competition and receive mentoring and e-mentoring by HP (and other corporate employee) volunteers to refine their business ideas. The best 10 teams are chosen to participate in the national online finals, with the winning team and their teacher chosen at national level and given technological products as a prize. National champions will then have the opportunity to pitch online their projects to a panel of expert judges from across the world to win the global award. Countries currently participating in the SIP global competition are Bulgaria, China, India, the Netherlands, the Philippines, Romania, Singapore, and Spain. SIR's 2013-2014 statistics report over 43,000 student participants, 1,000 teachers, and 350 corporate volunteers. The main proven/documented benefits for students participating in the SIR initiative are: (i) Entrepreneurship – 82% are confident that they are able to start a social enterprise; (ii) Creativity – 87% developed their creative-thinking; (iii) Online educational learning – 83% agree that ICT made their learning fast and easy; and (iv) Social awareness – 86% are more aware of the social challenges in their communities. Additional benefits for the volunteers involved in the initiative include 90-93% improved communication, motivation, and collaboration skills; 66% appreciate more the value of online tools in mentoring/volunteering; 82% improved their skills of using online tools and conferencing tools.

SIR is a need-driven and outcome-oriented innovation, intended to meet the need of secondary school students for ICT-led education/training services in social entrepreneurship/innovation to increase their employment opportunities in the future. SIR uses an open process of co-creation, as students, teachers, HP volunteers, and corporate sponsors participate in the development, implementation, and adoption of SIR's global competition for educating/training and facilitating young entrepreneurs.

	<p>SIR is also fundamentally changing the relationship between school students and corporate employees by fostering new forms of collaboration and support through online e-mentoring mechanisms.</p> <p>SIR is a disruptive/transformational innovation, using ICTs to educate/train young social entrepreneurs through: (i) HP Learning Initiative for Entrepreneurs (HP Life) Webinars for teachers and students; (ii); SIR's online platform; and (iii) e-mentoring between corporate volunteers and students.</p> <p>SIR is not integrated with government operations, but is instead operated by Junior Achievement Young Enterprise Europe (JA-YE Europe) in partnership with the private insurance and investment management company Nationale-Nederlanden, the private technology enterprise Hewlett-Packard (HP), private bank Barclays (national partner in Singapore) and a growing network of schools all across the world. Integration occurs at funding and delivery level.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion, Other (Facilitate social entrepreneurship/innovation among young people (secondary school students 11-18 years old))

Users & actors	
Target users	6-12, 13-19
Intermediary actors	Volunteers, Teachers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Isolated

Outcomes	
Main benefits delivered	The Social Innovation Relay (SIR) initiative is addressing SIP policy objectives of implementing active inclusion strategies, and investing in individuals throughout their life, in particular through increasing the productivity, sustainability, access/take-up, and quality of education/training services in entrepreneurship, social innovation, and ICT among secondary school students internationally. All the phases of the SIR competition

contribute to building students' knowledge of the social innovation and entrepreneurship fields, while enhancing their ICT, communication and problem solving skills.

In terms of proven/documented benefits for increasing access/take-up of services, in 2013-2014 the SIR initiative reached over 43,000 students, and 16,184 participated in the SIR Skills Quiz and Case Study stages of the programme, with 1,000 teachers involved in the programme. 23,000 volunteers from JA-YE and 350 corporate employee (HP) volunteers took part to the initiative.

In terms of proven/documented increases in the quality of education/training services, based on an external evaluation conducted by the University of Warwick's Centre for Education and Industry, 85% of SIR participants agreed that, as a result of the experience, they had a better understanding of social innovation and the existence of social issues in their communities, 78% agreed that they will be able to start up a social enterprise, 81% agreed that they have a better understand of the role of ICT in pursuing social and business initiatives, 78% agreed that ICT has made participation in the SIR interesting, 86% are more aware of the social challenges in their communities, and 82% agreed that ICT has made their learning fast and easy.

Interestingly, while the programme has a positive impact on learning outcomes at all stages, agreement scores about skill improvements across all of the learning outcomes are significantly higher for the students who benefitted from e-mentoring, which proves to be a very valuable learning tool. In terms of education/training benefits for the corporate employee (HP) volunteers, 90-93% improved communication, motivation, and collaboration skills; 66% appreciate more the value of online tools in mentoring/volunteering; 82% improved their skills of using online tools and conferencing tools. In addition, due to e-mentoring mechanisms in particular, 2 out of 3 mentors (69%) had more frequent and more efficient meetings with their mentees; 68% of the mentors could easily access students from rural areas to whom they would normally not have access; and 64% of the volunteers reported that mentoring had enabled them to develop relationships with students just as well or better than traditional 'in person' mentoring.

SocialXChange – more than a charity shop

(Magazinul caritabil SocialXChange)

<http://en.socialxchange.ro/donate>

Romania

General Data	
Type of the Initiative	Service
Category of service	Social assistance Social assistance, Social inclusion/participation, Civic engagement
Summary of the Initiative	<p>The 'SocialXChange - charity shop' is a public driven initiative of the General Direction of Social Care and Child Protection District of Bucharest, Romania. The initiative consists in making available to the less advantages people of Bucharest a charitable shop where it provides, with the help of ICTs and the effects of social networking, access to goods and services. The project recognizes that the public sector is unable to address all the needs of the people in a precarious condition or in need of social assistance in the city of Bucharest and developed an online platform and enabled a social network effect around it to gather volunteer support and donations to fulfil these needs with the help of the community of care. So far the services delivered consist of donations of goods (food, clothing, shoes, stationery toys, electronics, books, etc.) but also services (cleaning services, computer courses, sports activities, painting classes, dance courses for children, baby-sitting, show tickets, etc.). The initiative facilitates the exchange of goods and services between private donors (individuals or companies, charities) and the people who need them with the help of a portal enabled by an online donation form. The initiative is well connected on Social Media and many of the donors are accessing the initiative by means of Facebook. The ICT components of the initiative contribute to a disruptive innovation potential since the use of the technological and social networking components result in a new way of addressing social need from the perspective of the public sector. The initiative is highly innovative in the way in which it manages to involve the community of care in solving societal problems such as poverty, lack of care services for the elderly and so on. In this sense the initiative is a need-driven one. By involving the community of care the volunteers/ donors and end users are engaging in an open process of co-creation of services, which in the end it also helps them to become more socially responsible and involved in their communities. The charitable activities and good provided contribute to achieving a more inclusive, united community. Social Networking technologies enable the creation of social networks and focus on building communities of interest that help users to communicate, organize, and share with other users and with the initiative providers' (e.g. chat, talent exchange, flea market, search for former friends, partner search forums, internet communities, computer assistance). The initiative is integrated in terms of funding, receiving support from public, private and third sector organizations, but also from individual donors. The initiative is possible by means of an inter-sectoral integration of services where all interested parties collaborate for the achievement of the objectives stated. Since its release, the initiative managed to be run many campaigns which resulted in collecting and exchanging goods and services between those who has availability to offer their time and resources to those in need.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection
Policy objectives of the SIP: Service provision	
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	General, 0-5, 6-12, 13-19, 20-24, Families, Physical disabilities, Mental disabilities, People in precarious work, Living in social housing, Homeless
Intermediary actors	Social workers, Volunteers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The 'SocialXChange' charitable platform is a social assistance initiative established by one office of the municipality of Bucharest in support of the people facing poverty threats in the capital of Romania. So far, through the help of an online platform and social media, it managed to collect donations, it has been contributing to facilitating the exchange of goods and services between people who have something to offer towards those in need. It enables more social inclusion by enabling a community of care to participate in tackling the effects brought forward by social issues such as poverty, lack of education or care services.</p> <p>From the perspective of the beneficiaries receiving social assistance and social care, the SocialXChange functions as a tool for managing community resources (donations, service provision by volunteers, etc.) in an innovative way. It empowers people to become socially involved or to become more included in society. It reinforces the idea of dignity and community participation. There are people donating their time and efforts in exchange for other goods and services, or just for becoming useful in the community. On the other side, there are people finding themselves in very precarious economic conditions or in need of social care and they resort to the initiative in order to find a supply for their needs. So far the project has contributed to the transaction of goods and services for the benefit of children, unemployed people, and the disabled. To name a few impacts, the 'Donate for education' campaign raises all the necessary</p>

educational and schooling materials for 250 children in district 6 of Bucharest. Another campaign provided 27 poor unemployed people with basic food lasting a month. In exchange for the donations received, they provided services (washing, cleaning, shopping) for other people in need of such services. The project also raised volunteers and resources for rehabilitating a local Psychiatric Hospital which needed restoration. To sum up, the initiative is contributing in many capacities and ways to improving the lives of the people and of the communities living in Bucharest by managing social causes and raising, through the help of the online community and other third sector organizations, the resources it needs to address the pressing social issues. In exchange of donations, people receive points which they can use for services. The points are a symbolic appreciation of their gesture.

The initiative has been acknowledged by the Romanian civil society and awarded an honorary prize for being a good practice for social assistance and community care. It has also been recognized by the European Public Administration Network and has received a nomination for the European Public Sector Innovation award.

Sotiria Hospital eHealth Unit

(Sotiria Hospital eHealth Unit)

<http://www.sotiria-telecare.gr/en/index.htm>

Greece

General Data

Type of the Initiative

Service

Category of service

Independent living

Social inclusion/participation, Integrated care

Summary of the Initiative

The initiative aims at modernising rehabilitation services, helping chronic patients affected by multiple morbidities - and particularly elderly patients - to independently live at home thanks to ICT-enabled supervision and monitoring. Further to this, the initiative has a strong preventative focus, seeking to avoid disease exacerbations and hospitalisation by offering constant remote and face to face support and training to both patients and their family carers. Finally, the initiative presents high degrees of integration between health and social care.

From the social innovation point of view, beyond effectively addressing an existing social need, the initiative has succeeded in establishing a highly performing innovation network: 18 partnerships are in place, involving users and public and private delivery partners belonging to different sectors, research and innovation partners (including at international level) and IT providers who constantly collaborate to update, improve and scale the service. This multi-disciplinary and multi-sectoral approach is reflected by the composition of the E-Health Unit team, which includes 4 full-time employees (the Managing Director, a Registered Nurse, an Electrical & Computer Engineer, and an Administrative Assistant) and a wide number of part-time personnel from both the 'Sotiria' Hospital and other associated organisations (including nurses, physiotherapists, social workers, clinical psychologists, dieticians, pharmacists). This constant collaboration, which allows to adjust existent IT technology (and particularly ageing technology) to the concrete individual needs of each patient and to provide integrated care in an holistic way and involving both patients and their families in care management, is one of the key success factors of the initiative. Concerning levels of governance of service integration, the initiative implies an intersectorial collaboration between public organisations (with different departments and levels of government involved at both funding, design and delivery level), third sector organisations (mainly at delivery level) and private partners (which are mainly involved in IT research and development activities and as IT products providers). Finally, concerning types of service integration, beyond delivery, administrative and organisational integration, we can find also some element of funding integration between different level of government, with funding for operational cost provided by the regional authority, and technologic and research costs mainly covered through EU funding or international projects.

Policy Relevance

Recommendation Strand of the

Social protection, Active inclusion, Investing in people

Social Investment Package (SIP)	
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers

Users & actors	
Target users	Elderly, Physical disabilities, Mental disabilities, Patients
Intermediary actors	Social workers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Since its inception, the E-health Unit has achieved remarkable results both in terms of reduced re-admission rates and length of stay in hospitals, in terms of reduction in clinics and emergency room visits, in terms of cost-effectiveness for the public health systems and, most importantly, in terms of increased well-being of patients. A study has been conducted to measure these benefits by subadministering a General Health questionnaire (SF36), a Disease specific questionnaires (SGRQ) and through Clinical data measurements (Clinical assessment, health resources usage, etc.).</p> <p>Measures were repeated before the intervention, 3 to 5 weeks after the initial phase and 1 and 2 years after the intervention. The following results were achieved:</p> <ul style="list-style-type: none"> - From the point of view of increasing the quality of care, quality life of patients resulted improved by 28% (measured by special – SF36 and Saint George – questionnaires) - From the point of view of increasing the capacities of older people to manage self-care and independent living at home and reducing incidence and prevalence of frailty and disability of older people: <ul style="list-style-type: none"> a) patients' disease knowledge and self-management capacity was very poor for more than 50% of patients before the intervention, but only for about the 10% 1 years after the intervention, on the other hand, very good understanding of own medical conditions and capacity to confidently manage it was very high for only the 10% of patients before the intervention, and for more than 35% of them 1 year after. b) 2 years before the intervention we had 37 hospitalisations, 315 in-hospital days and 156 emergency room or clinic visits. 2 years after the intervention we had 6 hospitalisations, 64 in-hospital days and 86 emergency room or clinic visits. - From the point of view of increasing the sustainability of social protection systems and

providing more cost effective services, direct costs for Sotiria Hospital decreased by 60% only from hospitalisations saved.

Qualitative evidence suggests very high levels of satisfaction among patients and their informal carers, in addition, staff from the e-Health Unit has succeeded in creating an international network of partners, augmenting tremendously its research and innovation capacity, as well as opportunities for funding (in line with the SIP objectives of increasing the quality of jobs in the care sector and supporting both formal and informal carers).

On the other hand, several studies have highlighted how uncertain and insufficient public funding and poor commitment from policy-makers have prevented the initiative from scaling and fulfilling its full potential.

South Karelia District of Social and Health Services
(South Karelia District of Social and Health Services)

<http://www.eksote.fi/eng/Healthservices/Sivut/default.aspx>

Finland

General Data	
Type of the Initiative	System
Category of service	<p>Integrated care</p> <p>Social care, Social inclusion/participation, Prevention, health promotion and rehabilitation</p>
Summary of the Initiative	<p>The South Karelia District of Social and Health Services (Eksote), established in 2009, combines primary and secondary healthcare, elderly care and social care in a totally new way. Eksote provides health services, family, and social welfare services and services for senior citizens that promote the health, wellbeing, and the ability of residents to function well in everyday life. . Eksote enters into service contracts with the participating municipalities based on the needs of those areas. A total of nine municipalities, Lappeenranta, Lemi, Luumäki, Imatra, Parikkala, Rautjärvi, Ruokolahti, Savitaipale, and Taipalsaari, participate in the operations of Eksote. Of these, Imatra participates only in the provision of special healthcare and special services for the disabled within the district.</p> <p>The integrated organisation creates excellent possibilities for developing social and health care services for a larger area as a single entity. Eksote's organisational structure facilitates agreement, coordination and cooperation between different forms of care and services (domiciliary services, home care, sheltered housing services, rehabilitation, acute hospital care and long-term care) as well as between different professionals. Eksote's goal is also to develop processes that increase productivity of work without decreasing the quality of care. Eksote's way of organising services has been taken as one of the nationwide example cases of good practice on organising social and health care services.</p> <p>With respect to the specific role played by ICT, the typology of technology used was mainly online services aimed at improving the efficiency on the care system without reducing the level of quality of the services; moreover, the ICT available was also referred to some sort of social networking technologies, which helped people get easily in touch, facilitating cooperation among users and providers and integrating different kind of services (domiciliary services, home care etc.). Innovative services based on new technologies such as telemedicine, telehealth, telecare and medication optimization. In order to foster the active inclusion of the beneficiaries, the initiative empowered the users promoting personal development, enhancing awareness of oneself, autonomy and communication. The level of strenght of the ICT is moderate and it is more a sustained/organisational innovation since it uses ICTs to support the existing network of caregivers improving organisational mechanisms of services provision.</p> <p>The main element of social innovation relies in the change that happened among the relationships between stakeholders and providers thanks to the initiative. With respect to integration achieved, the initiative levels of governance were intra-governmental and Inter-sectoral; in fact, the service integration was mainly concerning the administrative,</p>

	the organisational and the delivery system levels.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Sustainability of the system, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers, Social inclusion

Users & actors	
Target users	Elderly, Migrants, Physical disabilities, Mental disabilities, Living in social housing, Third/volunteer sector, Patients, Informal carers, Formal carers
Intermediary actors	Social assistants, Social workers, Volunteers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	The integrated service model improves older people's quality of life by supplying adequate services and care at the right time based on clients' needs. The integrated service processes are more functional, cost effective and client oriented.

Successful internships, a win-win for companies and students

(Gera praktika studentams)

<http://www.gerapraktika.lt/>

Lithuania

General Data

Type of the Initiative

Service

Category of service

Employability

Employability, Employment

Summary of the Initiative

Gerapraktika.lt is a web portal launched in 2010 as a result of a project led by the Lithuanian Employers' Confederation and funded by the European Social Fund (ESF). The project brought together universities, companies and students to design an effective scheme for internships. After analysing the needs of the different groups involved and various models used internationally, a web portal was developed to facilitate the match between employers and candidates. At the same time, universities and businesses received training on how to use the tool, which was largely advertised. Universities were also in charge of monitoring the process to ensure that internships efficiently completed the students' skill-set. A quality standard was implemented for the internships, with standard reporting and evaluation from both students and employers. Additionally, a database has been made available to companies with data on previous interns in order to facilitate recruitment.

The platform was built with the objective of becoming self-sustaining at the end of the ESF funding period: the objective was achieved, and today the tool has basically no maintenance or running costs, and automatized processes allow not only to constantly monitor users and matches between offer and demand of internships, but also to create new profiles and new job-descriptions based on employers' needs. The platform has been extremely successful in streamlining the process and improving the quality of internships, as well as in increasing young-people employability and in facilitating the recruitment process for employers. An automatized and compulsory evaluation process allows employers and universities to visualise not only interns' academic curricula, but also their performance and the practical skills acquired during the internship, whilst the quality of the internships from the point of view of students is immediately assessed and made visible on the platform. Every year, the most "intern-friendly" companies are awarded by the LEC with a special award, which has contributed to further raise the interest of companies in the initiative. The platform, which was created with a regional scope and a focus on Economics Faculties and Business Schools, is now used by students from all across the world and coming from any faculty.

The initiative presents high levels of social innovation: it is addressing in a long-lasting way the needs of students and employers, it has been co-designed and is now used and constantly enriched by all the stakeholders involved in the process (universities, firms, students). In addition, by creating a transparent system of choosing and evaluating both the quality of the internships and, from the point of view of the employers, students' skills and performances, the initiative is creating public value and improving mutual knowledge and trust between all the stakeholders.

At ICT innovation level, the initiative falls in the disruptive category, allowing to create services which wouldn't be possible without technology.

	The initiative is integrated at multi-sectoral level in terms of funding and delivery: the platform was created through a mix of national and EU (ESF) funding, and at delivery level partnerships are in place with university and employers as well as with HR organisations.
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / intermediaries, Social inclusion

Users & actors

Target users	20-24, 25-29, Small & micro enterprises, Social enterprise
Intermediary actors	Other (Users, Lithuanian Employers' Confederation staff)

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	<p>From the point of views of fostering access and take-up of services, the initiative was extremely successful in reaching a growing audience of both students and employers. Students grew from 5.482 in 2012 to 9112 today, and host companies from 732 in 2012 to 1398 today. The number of posted internships and application is also growing steadily as different universities and employers join the project.</p> <p>From the point of view of improving the quality and cost-effectiveness of services and promoting social inclusion through education and training, the platform has been designed to be self-sustaining after the initial investment, and students and employers can register and post their CV and job descriptions with no need of intervention from platform managers. An evaluation system is embedded in the process, as students must evaluate their experience within companies (which is automatically translated in a score and published on the platform, and employers must evaluate students' performance, which will not only reflect on students' graded, but also on their employability since scores are available for perspective employers. This system has greatly contributed to the success of the initiative, and user feedback has been very</p>
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positive both from students and employers.

Superhands

(Superhands)

<http://www.superhands.at>

Austria

General Data

Type of the Initiative

Service

Category of service

Social assistance

Childcare, Education and training, Social inclusion/participation

Summary of the Initiative

Superhands is investing in the capacities and capabilities of children and young people (up to 18 years old), who have to nurse their family members. Superhands uses new media and web 2.0 technology to reach the target group of young-carers (children and teenager) by offering them information through different communication channels such as the website, a forum, a telephone hotline and Facebook. First aid measures are explained in a simple way by using photos and videos, and health-care-tips are provided through short videos - specifically conceived for a young audience. In the platform's database, which is rapidly expanding, encompassing information about common diseases is available and easily accessible, in a format appropriate for children and young-carers. Besides, teenagers have the opportunity to communicate (with the selected user name, anonymous) in a forum with each other. They can also anonymously post questions and get answers from the Superhands-team in their accounts. The diverse channels from Superhands are also used by youth workers and pedagogical professionals in order to find further information about the needs and problems of young-carers. Beyond young-carers, also their families are benefitting from the initiative by receiving an improved care. In addition, Superhands aims to raise public awareness about the issues of young-carers, with a particular focus on public service providers. The platform was very successful into reaching out to a wide audience: it was accessed by 10.048 visitors in the first semester of 2015, and there were about 626 downloads.

The initiative presents high levels of social innovation: it addresses a specific social need in a long lasting way, and by facilitating the collaboration between beneficiaries and different stakeholders, is dramatically changing the way citizens and public service providers interact, allowing experts to bring in their specific knowledge, peers to share their experiences and find adequate support, and society at large to become aware of the needs of young carers.

In terms of IT innovation, Superhands is a disruptive innovation, where ICT allows young informal carers to learn and get in contact with professional and peers via a diverse and growing social network.

The initiative falls in the multi-sectorial category, since the provider of the service is the non-profit organization "Johanniter", in partnership with "Diakonie", a civil society organization, which is connected to the Protestant social welfare organization. In addition, the initiative is also supported by private organization Tele2, which takes over the telephone-costs and by the Federal Ministry for Labour, Social Affairs and Consumer Protection.

The service integration happens at the funding level, thanks to the contribution of the Federal Ministry for Labour, Social Affairs and Consumer Protection.

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Access & take-up, Integrated health- and social care, Other (Provide a new service)
Policy objectives of the SIP: Beneficiaries	AHA / formal and informal carers, Social inclusion

Users & actors	
Target users	6-12, 13-19, NEETs, Elderly, Families, Physical disabilities, Mental disabilities, Informal carers
Intermediary actors	Youth workers, Social assistants, Teachers, Formal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The initiative is both providing a new service - offering young carers information, professional support and facilitating peer learning - and facilitating access and take up of youth services by allowing youth-workers to reach out to an enlarged audience. The Superhands Team integrated pupils' feedback from two different schools in the development of the website and logo in order to meet the needs of the target group and to give the website an appealing interface. According to the project report 2012-2013, young people prefer to access information from the website instead of getting in contact with the advisors from Superhands personally. The users are mainly coming from Austria, but they count also visitors from Germany. In the mid of 2015, they already had in total 10.048 visitors and 626 downloads from the website. Compared with previous years, in 2012 the website had 2.534 visitors, in 2013 in total 9.774 visitors and in 2014 around 12.570 visitors. This indicates the increasing popularity of the service, which is mainly accessed through Facebook. The social networking service became an important facilitator in up taking the service, which counts currently around 2.332 connections.</p> <p>The demand for the service is constantly increasing: the Superhands team counted in the last years approx. 75 anonym requests from young carers, who were asking for help and advice through the forum or the telephone hotline. In addition, youth workers</p>

use the channels from Superhands to help their students, when they recognize changed behaviors or changes in their family situation.

Supporting elderly care givers in Vasternorrland county
(Supporting elderly care givers in Vasternorrland county)

http://kfvn.se/in_english_1859.html

Sweden

General Data	
Type of the Initiative	Service
Category of service	<p>Social care</p> <p>Social assistance, Social inclusion/participation, Independent living, Integrated care</p>
Summary of the Initiative	<p>Supporting Elderly Caregivers is an initiative that provides informal (family) caregivers of older people in Vasternorrland county, north Sweden, with ICT-enabled support in the form of videophones and internet access, so that they can: (i) interact with other caregivers; (ii) interact with health professionals; and (iii) engage in caregiving education, information, and training services online. The initiative was launched in 2007 by five local authorities that make up the Association of Local Authorities in Vasternorrland County. The aim of the initiative is to provide informal carers with flexible, appropriate, and interactive support, to reduce health/social issues among carers (e.g. loneliness, depression), and to increase the quality of care they can provide to older people. This is particularly important in Vasternorrland given: (i) the increasing number of older people wanting to live independently at home; (ii) the rural isolation and lack of nursing homes/formal carers accessible to older people; and (iii) the importance of informal (family) carers who account for 70% of care for older people at home. The main benefits of the initiative have been documented on a Care Effectiveness Scale, with informal caregivers reporting a 30% increase in preparedness, enrichment, and predictability of the homecare services they are able to provide older people, with e-care support (ICT-enabled) found to be more flexible, available, and individualised in contrast to previous (non-ICT-enabled) support. Supporting Elderly Caregivers is a need-driven and outcome-oriented innovation, intended to better support informal caregivers to increase their confidence and quality of life, as well as the quality of care they provide to older people at home. The Supporting Elderly Caregivers initiative is also fundamentally changing the relationships between caregivers, and between caregivers and health professionals, by enabling, encouraging, and facilitating new interactions and learning processes online. In terms of ICT-enabled innovation potential, supporting Elderly Caregivers is a disruptive/transformational innovation, using ICT in the form of videophones and broadband internet to create new online mechanisms for caregivers to communicate, overcome isolation, learn, and improve the quality of their caregiving services in ways that would not be possible through non-ICT support mechanisms.</p> <p>Supporting Elderly Caregivers is inter-sectorally integrated, as a co-operation between five local authorities in Vasternorrland county, the Head Office of the Association of Local Authorities of the Region of Vasternorrland, the Swedish Institute of Assistive Technology (all public sector bodies), and Telia Sonera, a private sector telecoms company.</p> <p>Types of service integration: Supporting Elderly Caregivers is integrated in the fields of funding and service delivery - combining public funding and staff from the Association of Local Authorities of the Region of Vasternorrland and the Swedish Institute of</p>

	Assistive Technology, with private funding and staff from Telia Sonera, who helped deliver the videophone and broadband services to rural caregivers in Vasternorrland county, supported by clinical workers, health professionals, and caregiving consultants who also participated in the design and delivery processes.
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Quality, Integrated health- and social care, Care employment
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers, Social inclusion

Users & actors

Target users	Elderly, Informal carers
Intermediary actors	Social assistants, Social workers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes

Main benefits delivered	In terms of proven/documented benefits, a systematic analysis of the Supporting Elderly Care Givers initiative in Vasternorrland has been carried out by the Association of Local Authorities in Vasternorrland County in collaboration with the Mid University of Sweden as a systematic self-report on 'The benefits of e-health support for older family caregivers in rural areas' (2014). Using a mixed-method study of questionnaires and semi-structured interviews, the report compares rural family caregivers receiving e-health caregiver support (n = 35) with a control group (n = 21) receiving conventional, non-e-health, caregiver support. After 18 months, the benefits of support were evaluated using the Care Effectiveness Scale (40-items exploring the domains of preparedness, enrichment and predictability). In all domains the e-health group scored significantly higher than the control group. The adjusted difference for overall benefits was 3.0 (P = 0.02) on the scale 0-10. In addition, semi-structured interviews were conducted with a sub-sample of the caregivers. For the e-health group flexibility, availability and being able to individualise the support were essential factors. All caregivers in the control group found conventional support to be beneficial, but also
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stressed unmet needs related to the conventional support being standardised and non-flexible. The study suggests that providers of caregiver support should offer e-health support as an alternative to conventional caregiver support, as it can be more beneficial to family caregivers.

Symbiosis between generations

(Simbioza Med Generacijami)

<http://www.simbioza.eu/giba/sl/2015/>

Slovenia

General Data

Type of the Initiative	Service
Category of service	Social inclusion/participation Education and training, Civic engagement
Summary of the Initiative	<p>Symbiosis aims at fostering the cooperation and transfer of knowledge between generations, encouraging lifelong learning by increasing the e-literacy of older people with the support of young volunteers. The initiative targets specifically older people (older than 60 years old), who are taught by young people (12-18 years old) and young adults (19-25 years old) on the basics of computers and the Internet in week-long workshops across Slovenia. Through the platform, Symbiosis also raises awareness about the importance of volunteering among young generations and promoting inter-generational dialogue and solidarity. Important aspects of the initiative are the promotion of active ageing, solidarity between generations, and the facilitation of generations' connection in reverse roles. Symbiosis encourages with their activities older people to access information available on the Internet and to communicate with their families and friends via web2.0 technologies, therefore increasing their social capital.</p> <p>Symbiosis has been very successful in engaging both elderly people and young volunteers, and more than 25.000 people have been involved in the initiative between 2011 and 2013, out of whom 9.000 young volunteers and 15.500 older participants. In September 2015 they organized workshops for 10.000 people at more than 300 locations across Slovenia. The feedback from both young volunteers and elderly people has been very positive.</p> <p>The project has been evaluated by the participants' feedback through an evaluation form, the Institute for Macroeconomic Analysis and Development (IMAD), the Statistical Office of the Republic of Slovenia, third parties, business partners and the Faculty of Economics (University of Ljubljana).</p> <p>The initiative won several awards and honours: the European Citizen Award by the European Parliament in 2012; the "Volunteer of the Year" Award in 2012 by the National Youth Council of Slovenia (under the patronage of Dr. Danilo Türk, former President of the Republic of Slovenia); the Award for Innovations in the Central Slovenian region (silver award) by the Slovenian Chamber of Commerce in 2012, the State youth sector award in 2013, the European award for socially responsible entrepreneurship practices for partnership, innovations, and change by CSR Europe and Business in the Community (BITC) in 2013, the award for social inclusion by Erste Foundation in 2013, the Best of Best Award 2014 from the American Chamber of Commerce in Slovenia and a nomination for the United Nations Population Award 2014.</p>

	<p>Elements of Social Innovation: The initiative intends to meet the needs of older people by including them into society and increasing their e-literacy, thanks to the support of young volunteers. It supports a collaborative innovative network of different stakeholders, sharing their experiences and knowledge to achieve intergenerational solidarity and digital inclusion of elderly people.</p> <p>Symbiosis is a disruptive innovation, focusing on the potential of older people instead of analyzing what older people cannot do. Through the support of young people and young adults, an inter-generational exchange is ensured and promoted. Not only e-literacy is taught, but also intercultural and interethnic awareness is raised, in addition the initiative web-platform has become a reference point to promote intergenerational solidarity in the country.</p> <p>The service is integrated at inter-sectorial level, since it is supported from public institutions like ministries, public representatives (presidents), media sponsors, technology sponsors (HP, Microsoft, Intel) private sponsors (diverse companies) and individual persons like ambassadors, famous people and voluntary workers. Symbiosis is integrated on the funding level by receiving grants from public institutions.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	Social inclusion, Other (increase the e-literacy of older people)

Users & actors	
Target users	13-19, 20-24, Elderly
Intermediary actors	Volunteers, Trainers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	From the point of view of widening access and take-up of services and fostering digital

inclusion, according to the annual report 2014 of the Institute for Macroeconomic Analysis and Development (IMAD) of the Slovenian Government, Symbiosis was directly responsible of a 25% increase in the use of the internet by the Slovenian elderly population (aged 55-74) between 2012 and 2013, which in turns translated into a 5% increase in internet use by the general population. This was achieved thanks to the initiative's capacity of engaging with society at large.

From the point of view of promoting social inclusion through education and training, the initiative resulted in increased interaction between older people, young people and young adults, with 25.000 people, out of whom 9.000 volunteers and 15.500 older participants, taking part to workshops in 328 localities all across the country from 2011-2013. In September 2015 workshops were organised in more than 300 locations across Slovenia and attended by 10.000 people. Elderly people learnt how to use Windows Internet Explorer, MS Office Word and the e-mail programme MS Outlook; they learnt how to search the web and how to use social network services like Facebook and Skype in order to keep in touch with their families and friends. Young people had an opportunity to increase their employability skills through volunteering, and to learn from elderly people experiences. 96.5 elderly participants and 86.3% of young volunteers were satisfied or very satisfied with courses, over 92% stated they felt more confident using ICT, 98.9% would repeat the experience, and many participants highlighted how they enjoyed the cultural experience and social capital developed through the initiative. This was assessed in 2011 thanks to an on-line evaluation form distributed to each participant in order to get feedback on the workshops. 657 replies were received from volunteers and 9084 from participants.

From the point of view of cost-effectiveness, Symbiosis created a sustainable model, which was also tested in China and Croatia. They envision expanding the model of voluntary cooperation between generations worldwide. The initiative includes a large campaign raising public awareness that ageing does not mean isolation from modern technology, and that apathy and frustration of younger generations is only a stereotype.

Tackling homeless in Odense

(Tackling homeless in Odense)

<http://www.odense.dk/sogning/google?404=hjemloese>

Denmark

General Data	
Type of the Initiative	System
Category of service	Social housing Social housing, Social inclusion/participation
Summary of the Initiative	<p>Odense implemented a program that aims to track homeless people via a personal GPS trackers in order to obtain data to see where they go and gather each day in order for the city to be able to build centers and other structures like benches and shelters. With GPS tracking data, finding out where people sleep, eat, and live their daily lives means that city officials can make sure shelters are set up in those specific places. This provides them to live a bit better in their every-day lives. The pilot program is very unique because it tracks 20 homeless persons who volunteered, and are in part getting three hot meals per day for their participation. The direct involvement of citizens was considered crucial for the integration of the homeless in the society, for this reason the City has also distributed a series of informational materials that explains the services offered and made available a telephone number and an e-mail to e to provide direct information about the initiative.</p> <p>Odense is a need-driven/outcome-oriented production in which outcomes are intended to meet the needs of society or specific groups in society in a long lasting way. It is sustained/organisational innovation using ICTs to support, facilitate or complement existing efforts and processes to improve organisational mechanisms of services provision. Odense's initiative is inter-sectorially integrated at funding, administration, organisational and delivery level providing collaboration between government and service delivery providers in private or non-for-profit sectors.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	Homeless
Intermediary actors	Social assistants, Social workers, Volunteers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Weak
Types of service integration	Funding, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Odense reduced homelessness by 47% between 2009 and 2013. Odense municipality greatly reduced the numbers of individuals awaiting release from prison or discharge from hospitals without a housing solution, so limiting also the number of people at risk of homelessness after discharge from institutions.</p> <p>This success of the Housing First approach depends also on the housing market. The housing available in Odense to house homeless people is generally public housing across the city. The city of Odense has access to 25% of the empty apartments in the public housing stock of the city in order to address housing needs (in total 800 apartments). Moreover, the city cooperates with housing associations in order to locate appropriate housing and maintain apartments. There are three key factors behind how Odense reduced homelessness. Firstly, the municipality has succeeded in finding housing for homeless people. Secondly, former homeless people have stayed in their new flats and avoided falling back into homelessness. Thirdly, the municipality has focused its efforts on preventive measures to break the self-perpetuating cycle that often leads to homelessness.</p>

Telematization of services
(Telematizzazione dei servizi)

www.inps.it

Italy

General Data	
Type of the Initiative	System
Category of service	<p>Social inclusion/participation</p> <p>Social assistance, Social care, Civic engagement</p>
Summary of the Initiative	<p>The Italian National Institute for Social Security was the first Italian Public Administration to have complied with the provisions of Law 122/2010 on the telematization of services to citizens. With the internal note n. 75 of 30 July 2010 entitled "Extension and expansion of telematic services offered by INPS to the citizens". Since January 2011, INPS has gradually implemented a multi-channel system for delivery of the services by using IT exclusively. Today, INPS services are available online and payable through a multi-channel: online, via the corporate website; through the contact center; or with the help of authorized intermediaries.</p> <p>Through telematization, INPS has developed a completely new service delivery model, allowing one-stop shop access to services and ensuring the continuous tracking and monitoring of the ongoing request of services. In particular, the project includes:</p> <ul style="list-style-type: none"> - modernization of processes and procedures for the management and delivery of services; - redesign of processes and procedures with a view to electronic management, both in the service instance that production; - improvement of the monitoring processes / products / services delivery; - online tools to support the new business model and delivery and for monitoring organizational performance. <p>The value of this project is the innovation of its methodological approach, which favors the logic of corporate performance management and business performance management, in an intervention that integrates Business Process Reengineering techniques, methodologies and software development tools and proven approaches to change management, communication, and Program Management. ICT was crucial for this process, also due to the introduction of processes of IT-demand and governance, and resulted in simplification for the end users and improvements in the welfare benefits rendered by INPS.</p> <p>The main results of the initiative are:</p> <ul style="list-style-type: none"> - the rate of processes managed electronically 99.8% - 94.8 million managed services online in a year; - 21 million contacts developed through contact centers in a year; - 13 million / year pin codes assigned and managed; - 630 thousand accesses to services through mobile technology; - 299 million visitors to the institutional portal in one year; - 3.4 billion web pages visited in a year. <p>INPS is a need-driven and outcome-oriented initiative, open process of co-creation/collaborative innovation networks, and provides for public value allocation</p>

	and/or re-allocation. It is a sustained/organizational innovation using ICTs to support, facilitate or complement existing efforts and processes to improve organizational mechanisms of services provision. It is The initiative is an inter-sectoral integration providing collaboration between government and service delivery providers in private or non-for-profit sectors.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / intermediaries, Other (Simplify citizens' access to social services, ensuring greater transparency of information)

Users & actors	
Target users	General, Elderly, Women, Unemployed, Employed
Intermediary actors	Other (Public Administration, Unions, charitable institutions, labor consultants, enterprises)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	Through the web migration, all the information has gone from a logical archive "silos" to that of the web. Significant examples of report data and no more than simple storage are represented by the "Casellario Pensioni"; "Casellario Workers", "Casellario Assistance". The telematization of services allowed: transformation and standardization of processes and results; - modernization of processes and procedures for the management and delivery of services; - redesign of processes and procedures with a view to electronic management, both in the service instance that production; - improvement of the monitoring processes / products / services delivery; - online tools to support the new business model and delivery and for monitoring organizational performance, also in terms of reputational management. The initiative produced positive outcomes for the Italian population, nationwide, thanks to the reduction of undue benefits of around 30% and the increased transparency and accountability of requests and services. With respect to the public administration effectiveness, the telematization of services allowed integration initiatives with other public operators in

the welfare sector, as well as with private intermediaries, avoiding overlapping activities and optimizing the use of public resources, with high benefit for the citizens. Moreover, the telematization resulted in a decrease of the workload, savings of around 1,000 FTEs, therefore reducing the Public Administration spending.

Teletask Info Service
(Teletask Info Service)

<http://www.teletask.org/?home&lang=1>

Bulgaria

General Data

Type of the Initiative

Service

Category of service

Independent living

Independent living, Integrated care

Summary of the Initiative

Teletask Info service aims to answer common problems faced when delivering home care services to elderly and disabled people, such as how to guarantee that the care is delivered according to the service plan; or how to keep family members informed when they live in another city or country; and how to support care givers in the field. Pia Mater, a social enterprise that developed and uses the teletask-platform, has more than 60 caregivers employed and provides more than 5.000 hours of care every month. The Pia Mater Foundation is the biggest provider of social services to elderly, disabled and ill people in the capital Sofia. Their services include a 24-hour home care of these people, affordable food delivery and crisis social assistance to people who are not able to afford regular services. The foundation also provides training to the people who perform social services, usually disabled or long-term unemployed people. The training supports people - who would otherwise have difficulties to find employment, e.g. 50+ of age - to offer their services in the care sector as formal carers. Course can be completed entirely online, and carers are then monitored and supported online through the Teletask platform to ensure service provided are up to the highest quality standards. Pia Mater emphasizes that the development of high quality care services for senior citizens is one of the pillars of long term care and preventive social services, enabling senior citizens to stay in their homes longer with a certain level of autonomy. Management of service quality is thereby a well-known challenge, specially when resources are scarce and the number of users is constantly growing due to well-known demographic and social challenges.

Elements of social innovation: (i) Care providers can plan, deliver, and manage the delivery of their home-care services to older people in a more efficient, safe, and effective manner by using the Teletask platform and its online scheduling/management functions; (ii) Older people can live more safely, comfortably, and independently in their homes with the support of the care providers using Teletask; (iii) family members living away from their older relatives can be more easily kept informed of their older relatives' care progress and wellbeing, thereby relieving stress associated with a lack of information, and also identifying any care issues that need to be addressed by the family.

In terms of ICT innovation levels, Teletask provides innovative and cost-effective communication devices to connect in real time the elderly user, his or her family, the service delivery organisation and the caregiver. Underlying is an integrated system, that preserves users history in terms of their care plans and personal developments. The platform includes three modules: online monitoring of care provision, requesting care on demand and supporting care givers.

Governance of service integration: the initiative is isolated, as there is not integration

	with the public sector, however, elements of integration with other third sector organisations can be found at delivery level.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Quality, Care employment
Policy objectives of the SIP: Beneficiaries	AHA / independent living, AHA / formal and informal carers, Social inclusion

Users & actors	
Target users	Elderly
Intermediary actors	Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Isolated

Outcomes	
Main benefits delivered	<p>From the point of creating inclusive jobs, long-term unemployed and elderly workers are trained to become formal carers before receiving a job. In this way, 60 jobs have been created. Courses can be completed entirely online, and carers are then monitored and supported online through the Teletask platform to ensure service provided are up to the highest quality standards. This monitoring system allows to ensure service for elderly people are of good quality, in addition, as carers need to report through the platform how care plans are implemented, this also translates in improved health outcomes for beneficiaries.</p> <p>Based on regular feedback provided by carers through the web platform, and small-scale internal evaluations based on face-to-face or phone interaction with beneficiaries, the service is achieving impact in terms of increased well being and security, but also social capital acquired through the service.</p>

The Compass of Transparency

(La Bussola della Trasparenza)

<http://www.magellanopa.it/bussola/>

Italy

General Data

Type of the Initiative

Service

Category of service

Civic engagement

Civic engagement

Summary of the Initiative

The Compass of Transparency was created in 2013 to help local and national public organisations (including municipalities, regions, ministries, hospitals, social service providers, schools and universities) to comply with the transparency requirements applying to public bodies' websites introduced in 2013 by the Legislative Decree n.33 / 2013. At the same time, the platform has been designed with the aim of putting citizens at the centre of the transparency process, and at the same level of the PA, enabling them to actively contribute to the implementation of the legislation. The platform allows to quickly and easily rank and compare all the websites of the 20.000 Italian public administrations, shedding light on the number of available services in all the PSSGIs domains and on associated costs, including when services are externalised through a tender procedure; both citizens and civil servants can comment and suggest improvements.

The initiative was very successful in engaging citizens and public administrations: in 2013, the website was visited by more than 175,000 individual visitors, for an average visit duration of 7 minutes, which means active usage of the system instead of accidental visits. This in turn has led to a rapid improvement of services: in 18 months of activity, the compliance to the disclosure requirements has grown by 50%, and by November 2013 55% of analyzed websites had started to improve or add contents, 47% of them published more than 10 required contents and 29% of them published all the 66 compulsory contents.

The initiative presents very high levels of social innovation: the platform has been co-designed with all the stakeholders who would have used it, including members of the civil service at different levels and in different fields, citizens - and particularly elderly people and low skilled people to ensure inclusive access and take up of the service- and members of national and international civil society organisations. This open co-design process has been a key success factor at the aim of putting citizens at the centre of the PA concerns in terms of availability and transparency of services, both on-line and off-line, therefore creating public value and increased trust between citizens and the public administration. In addition, the tool, which presents disruptive levels of IT innovation, allows both citizens, civil society organisation and civil servants to engage and collaborate to improve services, and fight inefficiency and corruption within the PA. Concerning levels of governance of service integration, the initiative belongs to the "intergovernmental" category, whilst from the point of view of the types of service integration it mainly belongs to the administrative category, facilitating the decentralisation of services from the central government to local governments or specific central departments.

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion, Other (Support civic engagement)

Users & actors	
Target users	General, Public sector employees
Intermediary actors	Other (Civil service officers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>The main benefits identified relate to improved transparency of the contents published on public administration websites (and relating to the availability and costs of public social services) thanks to the "friendly" control exercised by citizens on public administrations.</p> <p>From the point of view of promoting civic engagement, in 2013, the Compass was visited by more than 175,000 individual visitors. Apart from single comments/suggestions, an increase of collaboration between citizens to control the P.A.s through social networks has been witnessed: a dedicated Facebook group "Traparenza siti web" has been founded by citizens (more than 1,700 people by November 2013) which regularly meet online and perform a careful check of the transparency of target P.A.s. The shared work of the participants in the Facebook group produces a detailed report, that shows all that the public administrations should do in order to increase the level of transparency. The report is sent to the head of the administration examined and to the main control authorities in the field of transparency. Usually, this activity is echoed in the media, both at a national and at a local level, giving additional pressure to the administration to get swiftly compliant.</p> <p>From the point of view of improving quality and cost-effectiveness of services, with an implementation cost of 20.000 euros, yearly running costs of 20.000 euros and only 2 people working part-time on the initiative, the Compass of Transparency has allowed to</p>

regularly check more than 11,000 public administrations' websites -, both through periodical complete scans and real-time when requested by users - for a total of one million checked contents - corresponding to the 66 contents that must be published according to the transparency law and which can be automatically checked in less than 2 hours. Searched contents can be easily specialized for any typology of administration, since the laws require different obligations according to the type of administration. The same operation without the tool in place would require about 1250 man-days, meaning that it would be necessary to employ 5 human resources for one year to get to an already obsolete result.

The combination of civil officers proactivity and citizens pressure, has led to a dramatic improvement of services: in 18 months of activity, the compliance to the disclosure requirements has grown by 50%, and by November 2013 55% of analyzed websites had started to improve or add contents, 47% of them published more than 10 required contents and 29% of them published all the 66 compulsory contents.

Finally, since the website uses open source code in its design and given the very limited running costs the initiative presents high degrees of replicability potential.

The development of the professional activities for the people with disabilities in Mazovia

(Rozwój aktywności zawodowo, społecznej osób niepełnosprawnych na Mazowszu)

<http://www.kulepszemu.org/#/kursy2014/> and http://modelkkz.mcps-efs.pl/kkz/?post_type=projekt&p=9156

Poland

General Data	
Type of the Initiative	Service
Category of service	<p>Social inclusion/participation</p> <p>Social assistance, Social care, Employability, Social inclusion/participation</p>
Summary of the Initiative	<p>The Polish Region of Mazovia, in partnership with three key institutional actors - the Mazovian Centre Social for Policy (the project leader), the Warsaw School of Economics and the 'Radom Centre for Entrepreneurship' Association – developed an ICT enabled tool aimed at supporting social actors to make accurate predictions of the costs of not implementing measures and policies to address the needs of citizens in terms of social assistance. The Cost Calculator of Inaction Model (CCI Model) has been developed using mathematical, economical and statistical models to allow an analysis of the costs and opportunities, losses and benefits associated to different ways of implementing social assistance policies. The CCI Model was used by third sector organization - 'Ku Lepszemu' Association (eng. For the Better) to make the case for implementing the project 'Development of the professional activities for the people with disabilities in Mazovia', addressing high unemployment rates for people with disabilities living in the region. The project targeted unemployed, low-skilled people with disabilities in the Mazovia region, and offered them computer courses in order for them to become literate in the field: to learn how to use the Internet, e-mail, how to shop and pay bills online, how to attend e-English courses. The overall aim of the initiative was to aid people with disabilities to enter the job market and to become more socially integrated by means of using access to social networks.</p> <p>The Cost Calculator of Inaction has been used as an ex-ante evaluation tool to assess the efficiency, effectiveness and overall utility of the project, allowing to estimate the “costs of inaction” in the field of unemployed disabled people in the region of Mazovia for the public sector. As a result, local authorities decided to fund the 'Development of the professional activities for the people with disabilities in Mazovia' initiative.</p> <p>The initiative is using the ICT component in an innovative way, representative of an incremental type of innovation potential where the technology used is facilitating the service delivery, but also fund-raising activities. The initiative has not developed any partnership in the service delivery, but is integrated at the funding level, receiving funds by by the Region of Mazovia with the support of the European Social Fund.</p> <p>Both the “For the Better Association” and local authorities benefited from using the CCI calculator, which was instrumental to set-up the initiative. Final beneficiaries are the participants in the training courses, who reported improvement of their self-esteem, as well as of their personal and social competences. They became more active in the job searching process and they acquired computer and Internet skills as well as improved their communication skills in English. Some of them acquired entrepreneurial skills and are considering running their own business.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	Physical disabilities
Intermediary actors	Social assistants, Social workers, Formal carers, Informal carers, Other (Employers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Technical/incremental innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>'The development of the professional activities for the people with disabilities in Mazovia' initiative has been ex-ante evaluated using the Cost Calculator of Inaction developed by in partnership with the region of Mazovia and according to the assessment made the initiative has been considered useful and efficient. The evaluation of the project mentions that the initiative has successfully contributed to address the sense of un-fulfilment, uselessness and social exclusion of disabled job-seekers. Participants in the training courses delivered by the Polish Association reported improvement of their self-esteem, of their personal and social competences. They became more active in the job searching process and they acquired computer and Internet skills as well as improved their communication skills in English. Some of them acquired entrepreneurial skills and are considering running their own business.</p>

The Electronic Sick Notes and Maternity Leave Certificates Management application system

(ELEKTRONINI PAŽYMJIM TVARKYMO SISTEMA)

<http://epts.sodra.lt/>

Lithuania

General Data

Type of the Initiative

System

Category of service

Integrated care

Social assistance, Social care, Integrated care

Summary of the Initiative

The Electronic Sick Notes and Maternity Leave Certificates Management application system (in Lithuania - EPTS) was developed and implemented in order to computerize the issuing process of sick notes and to improve the services provided by the Fund to the insured during their temporary incapacity to work. This system enables the staff of health care establishments to receive the information automatically about a person's insurance, previously registered periods of incapacity to work and other data required to create the electronic sick notes and maternity leave, sign them by electronic signature and automatically transfer them to the information system of the Fund Board. The Electronic Sick Notes and Maternity Leave Certificates Management application system (hereinafter – EPTS) has contributed to improve the services provided by the Fund Board for the insured, doctors and insurers. It enables the healthcare establishments to automatically receive information about a person's insurance, previously registered periods of incapacity to work and other data required to create the electronic sick notes, sign them with a qualified electronic signature and automatically transfer them to the information system of the Fund Board.

The introduction of electronic sick notes essentially changed the allocation process of the state social insurance illness benefits - the process became easier and more convenient for people. After implementation of the system, the legislation of the Republic of Lithuania was amended and since 1 July 2010, the system paper sick notes were completely eliminated in Lithuania. Another innovative feature of this project is the application of the project impacts on activities of other institutions not related to the state social insurance. The electronic sick note was created as a universal electronic document, to be accepted and stored by the Fund Board information system, so information on a person's temporary incapacity to work may be received electronically by other institutions of the Republic of Lithuania.

This initiative is provides a fundamental change in the relationships between stakeholders and provides public value allocation and/or re-allocation. It is a disruptive/transformational type of innovation that uses ICTs to initiate or improve new services or create new mechanisms for service delivery which would be impossible through non-ICT mode. Its initiative is inter-sectorial integrated at a funding, administration, organizational and delivery level and provides collaboration between government and service delivery providers in private or non-for-profit sectors.

Policy Relevance

Recommendation Strand of the

Social protection

Social Investment Package (SIP)	
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Other (Simplify citizens' access to social services, ensuring greater transparency of information)

Users & actors	
Target users	General, Women, Patients
Intermediary actors	Social workers, Other (Public employees, Public Authorities)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>The introduction of electronic sick notes essentially changed the allocation process of the state social insurance illness benefits. The implementation of the EPTS project is contributing to the modernisation of the social protection system Lithuanian, simplifying procedures for acquisition of applications and reducing the time for the user. This has produced effects on the productivity of the system of social protection and increased the transparency of information resulting in reduced risk of error and fraud.</p> <p>The process became easier and more convenient for people, employers and users/beneficiaries.</p> <p>The employers can obtain information on sick notes issued to employees, to supply the electronic documents to the Fund Board justifying the period that the employee didn't work and sickness benefits paid by the employer to the employee. Beneficiaries can view the information on the sick notes issued to them, and submit the electronic applications to the Fund Board, to allocate the relevant benefits.</p> <p>This system enables the staff of health care establishments to automatically receive the information about a person's insurance, previously registered periods of incapacity to work and other data required to create the electronic sick notes and maternity leave, sign them by electronic signature and automatically transfer them to the information system of the Fund Board.</p> <p>In addition, the introduction of the EPTS System implied significant changes in legislation and procedures at the government level.</p> <p>During the implementation of the system, the legislation of the Republic of Lithuania was amended and since 1 July 2010, the papersick notes system were completely eliminated in Lithuania. Another innovative feature of this project is the application of the project impacts on activities of other institutions not related to the state social</p>

insurance. In fact, the EPTS implementation and the transfer to electronic documents has become simpler and less costly for doctors, employers, and employees (beneficiaries): other institutions of Lithuania receive the data on a person's period of incapacity to work electronically online from the Fund Board. This enables these institutions to simplify their processes and to provide their services to the Lithuanian population in a quicker and more quality assured way.

The electronic sick note was created as a universal electronic document, to be accepted and stored by the Fund Board information system, so information on a person's temporary incapacity to work may be received electronically by other Republic of Lithuania institutions.

The Esther Network

(The Esther Network)

<http://plus.rjl.se/index.jsf?nodeId=31383&nodeType=12>

Sweden

General Data

Type of the Initiative

Service

Category of service

Integrated care

Independent living, Prevention, health promotion and rehabilitation

Summary of the Initiative

The Esther network is a partnership between 13 municipalities and 3 hospitals in Southern Sweden, aiming at providing integrated, personalised and patient-centred care to elderly people. The network is made up of over 7.000 individual members, representing a broad range of public, private and third sector institutions all across the health and care sector. Esther's organizing committee consists of directors from primary care, hospitals, social care, and departments of medicine, additionally, there are smaller networks in each municipality, where Esther coaches are trained. Third sector and private organisations providing services for elderly people are also part of the network, and they have a fundamental role in ensuring continuity and quality of post-clinical support. In addition, members of the Network are also committed to actively collaborate with patients and their families to design person-centred services, concretely meeting their needs. The network organization is non-hierarchical, and membership is voluntary: the network has only a small dedicated budget of around 100,000 euro per year (only the coordinator is paid) and all the activities necessary to make it work are implemented by members within their regular activities or, in the case of IT and training activities, through grant funding. Patients and families who take part to the network activities aiming at improving services (including pilot projects and research projects) are compensated only through small gifts such as books or flowers. In spite of this voluntary character, the network covers today health and social care delivery for a population of 110,000, around 1 third of the total population of the region, and is growing every year: this voluntary commitment to elderly patients' wellbeing is what makes the initiative both unique and very socially innovative. On the basis of yearly action plans agreed by all network members, activities for the next two to three years are defined and then reviewed regularly. Every participating member is expected to act in line with a shared set of values and working behaviors, which put patients at the centre of every activity.

The initiative has achieved remarkable results both in terms of better quality of care and patients' satisfaction, and in terms of savings for the public sector.

The initiative presents disruptive levels of ICT innovation, as beside the integrated case management system shared by all members, we also have a 'Virtual Competence Centre' which enables the transfer of knowledge and improvement in the capabilities of practitioners involved in the care chain, and particularly in the homecare and patient empowerment domain, including through e-learning. Social innovation is at the very core of the initiative: voluntary commitment from a broad range of stakeholders from the health and social care domain and constant collaboration and co-creation of services with patients and their families have deeply changed the relationships between patients and carers and between citizens and the public administration in the

	region, creating public value. Concerning levels of service integration the initiative is pervasive: integration of services goes beyond the traditional boundaries of administrative/operational integration, and Esther coaches and Easthers (patients), together with all the members of the network, are constantly innovating delivery mechanisms and reallocating resources and roles in order to maximise public value creation. Integration is achieved at both funding, organisational, administrative and delivery level.
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Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care, Care employment
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers, Social inclusion

Users & actors

Target users	Elderly
Intermediary actors	Social assistants, Social workers, Volunteers, Trainers, Formal carers, Informal carers, Paid assistants

IESI Conceptual Framework: dimensions of analysis

Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Pervasive

Outcomes

Main benefits delivered	<p>The initiative provides integrated health and social care delivery for a population of 110,000 people, a third of the whole population of the Småländska höglandet regions thanks to a network of over 7,000 professionals. Caregivers, clinicians, social workers, patients and families work together to continuously promote and improve person-centered health and social care services. The Esther Network has been continuously evaluated in terms of patient outcomes and resource usage. Results have shown the approach to be successful both in terms of patients appreciation and in terms of cost savings for the public administration.</p> <p>From the point of view of increasing social protection systems sustainability by providing more cost-efficient services, the following results were achieved:</p>
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- Hospital admissions fell from approximately 9,300 in 1998 to an estimated 7,300 in 2003.
- Hospital days for heart failure patients decreased from approximately 3,500 in 1998 to 2,500 in 2000.
- The number of unnecessary days in hospital decreased from 1,113 in 1999 to 62 in 2011

From a point of view of improving the quality of the services:

- Waiting times for referral appointments with neurologists decreased from 85 days in 2000 to 14 days in 2003.
- Waiting times for referral appointments with gastroenterologists fell from 48 days in 2000 to 14 days in 2003.

From the point of view of increasing the quality of jobs in the care sector, in 2006, the Esther Network was awarded £1,138,279 to train members of Esther's health care team

in system-thinking and communication, and to develop an adequate IT system across primary care, municipality and hospital settings. 700 people took part to the training, and rated it positively, declaring that after the training they had strengthened team-work and established better understanding of the different roles through interdisciplinary learning. Eastern Coaches were introduced in the same year, to embed the new approach throughout the network and promote continuous quality improvement.

The Multi Company Mobility Centre - Experience@Work
 (The Multi Company Mobility Centre - Experience@Work)

<http://experienceatwork.be/>

Belgium

General Data	
Type of the Initiative	Service
Category of service	Employment Employability, Employment
Summary of the Initiative	<p>The Multi Company Mobility Centre – Experience at Work (MC²) is a Belgian ICT-enabled social innovation initiated and driven by a private company - HazelHeartwood, but realised together with a number of large private sector organisations like the KBC Bank, Belgacom telecom company, SDWorx and Proximus telephony, in partnership with the Flemish Public Employment Service, in order to address the needs of older adults who are under-employed and cannot afford to retire early. The Multi Company Mobility Centre - Experience@Work initiative co-created an external platform for large companies to exchange experienced employees according to their skills and aspirations as well as the employers' needs. Through co-sourcing between various organisations, older employees have the opportunity to use their skills in new environments and thereby can be motivated to stay in the workforce longer. This solution provides a sustainable answer to the social issues related to ageing, unemployment and job shortage.</p> <p>The initiative has been designed in 2014, when it received international recognition as one of the ten finalists in the European Social Innovation Competition, and in 2015 it has become fully operational. Since its launch in April 2015, the matching system has allowed to provide employment to 216 employees from telecom company Proximus and KBC Bank who were left without a stable job, and the objective is to provide 3000 more jobs for the employees of KBC Bank and 2500 for AXA by the end of 2015. In addition, talks are on-going to involve further companies.</p> <p>The ICT component, consisting in an online platform for CV submission and employees' exchange, plays a fundamental role in the service delivery, enabling the conditions for co-creation of job profiles for potential candidates, exchanges of databases between companies and an easy to use interface with potential employers. The initiative is currently looking at ways to scale up by expanding the pool of companies interested in older employees. The initiative is contributing to a disruptive type of innovation by addressing the needs of a hard-to-reach group of people in a way which is building on the experience older workers have: their age is seen as an asset for the companies they go to. The success of the Multi Company Mobility Centre – Experience at Work lays also in the inter-sectoral partnership between public, private and third sector organizations in the service delivery. The initiative benefits from multiple sources of funding, primarily from European funds and from the private sector.</p>

Policy Relevance	
Recommendation Strand of the	Social protection, Active inclusion

Social Investment Package (SIP)	
Policy objectives of the SIP: Service provision	Access & take-up
Policy objectives of the SIP: Beneficiaries	Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	Elderly
Intermediary actors	Other (Employers)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Experience@Work is an innovative initiative providing employment opportunities to experienced employees in Belgium. Through the Multi Company Mobility Center, the initiative offers employees the possibility to find a fulfilling position in one of the companies associated to the initiative where his/her skills are needed, while retaining his/her contract with the original employer. The initiative, which was conceived and piloted in 2014, has been fully deployed in April 2015, with the set-up of the online system for registering employees and looking for job matches within partner organizations. So far, the matching system has allowed to provide a fulfilling position to 216 employees from telecom company Proximus and KBC Bank who were left without a stable job, and the objective is to provide 3000 more jobs for the employees of KBC Bank and 2500 for AXA by the end of 2015. Talks are ongoing to select further employers which would join the initiative. A strong partnership is in place with the Flemish Public Employment Service (VDAB) which is providing expertise to maximize the rate of success of the initiative.</p> <p>The initiative has been a Finalist in the 2014 European Social Innovation Competition and it is made possible with the support and collaboration of some of the most important private sector companies in Belgium, employing large number of people in the banking and telecom sectors.</p>

The Reform of the Polish Public Employment Service

(Publiczne Suby Zatrudnienia)

<http://psz.praca.gov.pl/>

Poland

General Data	
Type of the Initiative	Service
Category of service	Employment Employability, Employment
Summary of the Initiative	<p>The Reform of the Public Employment Services (PES) in Poland is targeting the modernization of the way service delivery is performed, at operational level within the offices but also at the level of types and ways of services delivered. The following measures were foreseen:</p> <ul style="list-style-type: none">- new methods and tools useful in the PES activity (e.g. diagnostic tools such as the Vocational Interest Questionnaire);- securing IT technologies/computer programmes (e.g. Central Base for Job Offers);- databases including descriptions of professions and specialisations, descriptions of professional qualifications/competence standards, and module vocational trainings programmes including teaching materials, the register of training institutions interested in organising trainings for the unemployed. <p>In order to do achieve the reformation in a more efficient and effective way, Polish authorities recently introduced the following ICT systems:</p> <ol style="list-style-type: none">1. Syriusz Std application software - since 2011 county labour offices use software Syriusz Std, which replaced the older approaches used in county labour offices to support people seeking help and employers. This software allows the collection and processing of information about people registering in county labour offices and providing them with assistance. It also enables the collection and processing of information about employers operating in the labour market, their expectations for the office and its assistance in the search for new employees. This software also allows exchange of data with other applications used by public employment services and automatically feeds:<ol style="list-style-type: none">a. the online database of job offers run by the Minister (Central Base of Job Offers - CBJO) with current vacancies accepted by labour offices,b. the online database of information about individuals registered in local labour offices known as Central Application (CA) with the data on the unemployed and job seekers to enable elimination of fraud . <p>The system allows for the data collected in the employment offices to be sent monthly to the central analytical base - the National System for Labour Market Monitoring (KSMRP). The system renders information about an unemployed person, educational attainment (qualifications, occupation, knowledge of foreign languages), information on disability as well as on his/her family, the person's expectations (minimum wage, maximum commuting time, his/her consent to work under a flexitime system).</p> 2. VLO-Viator application - uniform VLO Viator computer software for regional labour offices is being developed. There are also works being conducted on the development of the public employment services portal, to improve communication between labour offices and their clients, including the modernisation of the Central Base of Job Offers

	<p>to ensure public access to information on job vacancies reported to the authorities. In addition, the creation of the Central Base of Job Offers in Public Entities (CBOPE), which would collect all the jobs offers from the public sector, is planned. At present, information on these workplaces are very simplified.</p> <p>Overall, the multiple ICT components of the initiative contribute to new ways of service delivery, making the initiative to have a disruptive ICT enabled social innovation potential. The services delivered by the Polish PES are used by unemployed people, job seekers but equally by private companies. For this reason the service delivery is integrated at inter-sectoral level. From the service provision side, the activities and components are integrated at administrative level in an effort of decentralisation. The final beneficiaries of these changes should be the users of the Public Employment Services. The system proved effective both for its employees but also for the public sector institutions since now they can develop evidence based policies in the field of employment relying on the information provided by the system.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	

Users & actors	
Target users	Unemployed, People in precarious work, Low-income
Intermediary actors	Social workers, Other (Employees of the Polish Ministry of Labour)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Administrative
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	From the perspective of improving the access and take up of services the Reform of the Polish Public Employment Office has contributed to enabling jobseekers to become more active in their search for a job. The initiative relies on an ICT enabled process of modernization started in 2010 by means of introducing the use of multiple tools for the integration and centralization of services addressing the unemployed, while also serving the decentralized structures of the employment services at local and regional

level. The initiative is contributing in Poland to the European policy objectives of reducing unemployment, creating jobs and growth.

According to the 2012 report on 'Losing and Finding a Job' indicators, the various services concerning job search and participating in training programs, supporting people to find a job, have scored a 79% of satisfaction for user centricity and key enablers. The 'key enablers' category measures the pre-conditions available online for users such as: Electronic Identification (eID), Electronic documents (eDocuments), Authentic Sources, Electronic Safe (eSafe), Single Sign On (SSO). A complete set of 22 services provided by the Employment Offices has been assessed.

The new operational system used by the PES offices allows them to have integrated way of working.

The web portal Greenline www.zielonalinia.gov.pl (combined with various e-phone Smart Services) provides:

- 1.Call Centre (28 consultants; open 8 am- 6 pm)
- 2.New reports on various labor market aspects;
- 3.PSA Campaign of Greenline PES;

The new modus operandi contributed to gains in efficiency and effectiveness and it allowed to make public cost savings for the PES offices. According to the evaluation survey performed (686 unemployed out of a sample of 6,475) Showed That 88% of respondents Evaluated the Green Line as of improvement in Polish PES services; 85% said that this is a preferred way of getting information about the labor market.

According to information collected by the European Commission – the Directorate General for Employment, Social Affairs and Inclusion, 71% of the Employers using the PES services considered that the new Green Line system is improving the services and 85% considered it as an improvement to the standard, 86% of them said that this is a preferred way to gather information about the labour market. Moreover, quarterly analysis of statistics such as web visits, contacts of the call centre and the number of registered employers show an increased interest in the services: an increase of contact made with call centre (up 54% between 2010 and 2012) and to increase in incoming emails (up to 677% between 2010 and 2012).

The reform of the PES in Poland is financed through ESF (European Social Funding) and its success is linked to a number of European policy objectives set out in the 2007-2013 Operational Programme Human Capital, such as: the modernising Public Employment Services (PES), the implementation of service standards in 100% PES offices across the country and the coverage of all key PES employees with training or other forms of improvement, including in services to the unemployed and job seekers.

The Specialists

(Specialisterne)

<http://specialisterne.com/>

Denmark

General Data

Type of the Initiative

Service

Category of service

Employment

Education and training, Social inclusion/participation

Summary of the Initiative

Specialisterne is a successful for-profit software testing social enterprise which has turned behaviours and characteristics associated to autism into its main competitive advantage on the market. The enterprise was set-up in 2004 in Denmark by Thorkil Sonne, who believed that people like his autistic son Lars had a right, and the potential, to have a fulfilling social and working life. The enterprise trains and employs high-functioning autistic adults, using their particular abilities (such as capacity to focus on the same task for long hours, pattern recognition, deviance recognition, attention to detail and memory) to outperform the market in highly competitive niches such as software management, testing and registration, and data logistics. Today, Specialisterne is a profitable enterprise, employing 20 people between staff and management, 35 people with autism as consultants, 18 people with autism as trainers and training 30 students with autism a year. Additionally, branches operate in USA, Poland, Ireland, Switzerland, Spain, the UK, Germany, Canada, Norway, Iceland and Austria. In terms of financial benefits, a five-year analysis using empirical data from Specialisterne's operations during the period 2008-2012 has been conducted, which shows that a total value of EUR 6.62 million (DKK 49,42 million) per year was generated for the Danish government through saving in welfare costs and income generated from taxes and pension contributions. Even deducting public contribution to support autistic people in the workplace, the net value created for Denmark is EUR 1.8 million (DKK 13,5 million) per year. In terms of social benefits, 100% of Specialisterne's consultants agreed that their work improved their life and general wellbeing, 89% reported increased social and economic independence, and 78% perceived an increase in overall wellbeing.

Specialisterne is a need-driven and outcome-oriented innovation, intended to improve the social and labour market inclusion opportunities for people with Autism in Denmark and other countries around the world. Specialisterne uses an open process of co-creation, as stakeholders ranging from people with Autism Spectrum Disorder and their families, to potential business partners, grass roots organizations and the press collaborate to develop, implement, and adopt Specialisterne's employment and education/training services to include and employ people with autism, which in turn creates public value more widely.

Specialisterne is a radical/transformational innovation, that employs autistic people in the ICT sector, while simultaneously using ICTs in the form of online training and communication platforms that are helping to reframe how autism is perceived in society and the labour market, shifting away from autism as an 'issue' and instead as a 'competitive advantage' in the ICT sector in particular. The role of ICT is pivotal in this transformation not only because ICT-related activities are at the core of the enterprise's

	<p>business model, but also because ICT is an enabler in the trainings offered by Specialisterne to autistic people and because the Foundation's website is a global reference point for awareness raising campaigns on autism.</p> <p>Specialisterne is inter-sectorally integrated at the level of funding and service delivery, as Specialisterne's Youth Education Programme is sponsored/funded by local council authorities who refer young people to the programme. Specialisterne also has a key global partnership with SAP (IT and software company) to provide employment opportunities for Specialisterne school/training graduates; and with grant giving organisations e.g. in the UK with Nominet Trust, Esmee Fairbairn Foundation, and employment organisation Diversity Jobs.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries, Social inclusion

Users & actors	
Target users	Mental disabilities
Intermediary actors	Youth workers, Social assistants, Social workers, Teachers, Trainers, Informal carers, Other (Private enterprises (operating as employers for people with autism))

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Radical/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>Specialisterne is addressing the SIP objective of implementing active inclusion strategies, by investing in autistic people's skills and capacities to improve their opportunities to integrate in the labour market and society. In terms of proven/documentated benefits for productivity, sustainability, and cost-effectiveness of the initiative, a five-year analysis using empirical data from Specialisterne's operations during the period 2008-2012 has been conducted, which shows that over this period a total value of EUR 6.62 million (DKK 49,42 million) per year was generated for the Danish government through saving in welfare costs and income generated from taxes</p>

and pension contributions. Even deducting public contribution to support autistic people in the workplace, the net value created for Denmark is EUR 1.8 million (DKK 13,5 million) per year. Thus, by supporting individuals with Autism Spectrum Disorder (ASD) through employment at Specialisterne, the Danish welfare system earns approx. EUR 11,695 (DKK 87,263) every year per individual supported, with every Danish crowner invested in supporting the employment of individuals with ASD at Specialisterne yielding 2.2 times more return in garnered taxes and pension contributions than if the same resources were invested in the same individuals without jobs. In terms of documented/proven employment benefits and access/take-up of education/training services for people with autism, Specialisterne is employing 20 people between staff and management, 35 people with autism as consultants, 18 people with autism as trainers, and training 30 students with autism a year through their Youth Education Programme. In terms of improving the quality and sustainability of services provided, 100% of Specialisterne's consultants agreed that their work improved their life and general wellbeing, 89% reported increased social and economic independence, and 78% perceived an increase in overall wellbeing.

The States of Jersey's Adult Social Care Program
(The States of Jersey's Adult Social Care Program)

<http://www.gov.je/Health/SocialServices/Pages/Adult.aspx>

United Kingdom

General Data	
Type of the Initiative	System
Category of service	<p>Integrated care</p> <p>Social assistance, Social care, Prevention, health promotion and rehabilitation</p>
Summary of the Initiative	<p>The aim of the Jersey initiative was to establish the current relative performance of health and social care services and by working with a wide range of stakeholders create a safe, sustainable and affordable future strategy for services on the island, to be considered by the Jersey public through a green paper consultation. Post consultation, the challenge was to turn the supported strategic option in to a deliverable transition programme. The initiative:</p> <ol style="list-style-type: none"> 1. Created a sustainable service model – efficient, effective, engaging the public in self-management and with consistent access and thresholds 2. Ensured clinical/service viability – overcome the challenges of low patient volumes, delivering high quality care 3. Ensured financial viability – reduce the impact of diseconomies of scale, with value for money, an understanding of the costs of care in Jersey and robust procurement 4. Established a charging model that incentivises care and cooperation to fund health and social care 5. Optimised estate utilisation – ensuring the estate is fit for purpose and utilised to maximum efficiency 6. Workforce utilisation and development – supporting and utilising the workforce to the best of their abilities 7. Clinical governance – sustaining a culture of safety, learning and transparency 8. Use of business intelligence - with robust data to support decision making based on fact, and including patients and the public in service design and decision making. <p>States of Jersey is provides a fundamental change in the relationships between stakeholders. It is a disruptive/transformational innovation using ICTs to initiate or improve new services or create new mechanisms for service delivery which would be impossible through non-ICT modes. Its level of service integration is pervasive and beyond the traditional boundaries of administrative/operational integration.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people

Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, AHA / formal and informal carers, Social inclusion

Users & actors	
Target users	Elderly, Physical disabilities, Mental disabilities, Informal carers, Formal carers
Intermediary actors	Social workers, Teachers, Trainers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Organisational
Levels of governance of service integration	Pervasive

Outcomes	
Main benefits delivered	<p>The initiative provided an innovative integrated approach in the health and social care, creating a more sustainable, effective, efficient of delivery system</p> <p>The integrated and coordinated health and social care model not only provided a wider array of hospital services, but it also improved the quality of services, responding more adequately to the needs of the community.</p> <p>Through counselling services associated to the health and social care standards, people's expectations about the quality of services are increased as well as a greater awareness of the living conditions that help to manage self-care and independent living at home.</p> <p>The initiative generated a dialogue with the national institutions on the potential future strategic approaches, based on a clear understanding of the health and social care performance baseline, with a comprehensive view of 'business as usual' projections to 2040.</p> <p>In response to a Green Paper Consultation of in January 2010, the Health and Social Services Department intervened remedying the deficiencies in the existing legislative framework on health and social care, affecting sectors before unregulated (i.e domiciliary care)</p> <p>With the Law 42/2014, available on the government's site, a new framework for the regulation of health and social care in Jersey was provided. The new legislation fills the significant gaps in regulation that allows high risk services to operate without any monitoring of the safety, standards and quality of care provided to vulnerable people.</p>

Third Space Learning
(Third Space Learning)

<http://thirdspacelearning.com/>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Education and training

Education and training, Employability, Social inclusion/participation

Summary of the Initiative

Third Space Learning (TSL) is a social enterprise which uses ICT to connect disadvantaged students in UK primary schools with maths experts in India, who provide online/virtual one-to-one learning support (45 minute lessons) that help these school pupils raise their educational attainment and employability, with the aim of reducing social inequality and labour market exclusion. The TSL initiative works as an online/virtual platform for individual maths tutoring to maximise learning impacts for pupils. Access to the service can be purchased by schools for individual students, and teachers can set tailored learning objectives for each student benefiting from the programme and establishing synergies with the regular school curriculum programme. TSL was launched in 2013 and is now used by 50 Local Authorities in the UK, employing a team of over 100 people based in London and India. Launched in September 2013 after securing around €1 million in social impact investment capital, Third Space is now used in over 180 schools across 50 Local Authorities in the UK. It employs a team of over 100 people based in London and India, and works with over 1,800 students a week. In terms of increasing the productivity and quality of maths education services, progress achieved by pupils are tracked by schools, and preliminary case study results are encouraging: in Somers Heath Primary School, Thurrock, students improved by 2-3 sub-levels in one term; in Southfield Primary School, Luton, the progress was of 1.5 sub-level in a term; and in Pinfold Street Primary School, Walsall, children's Standard Assessment Test (SAT) scores improved by 3.4 Average Point Scores (APS) over a 15 week period.

TSL is a need-driven and outcome-oriented initiative, intended to meet the needs of underachieving primary school pupils in mathematics. TSL uses an open process of co-creation, as schools, teachers, pupils, online tutors, and technology providers collaborate to develop, implement, and adopt TSL's education innovations. TSL is fundamentally changing the relationships between these stakeholders, by creating new online/virtual mechanisms for one-to-one maths tutoring and teaching support.

TSL is a disruptive/transformational innovation, using ICTs in the form of an online/virtual tutoring platform and online feedback/reporting processes to initiate and improve maths education services provided to pupils by classroom teachers and online tutors. TSL is inter-sectorally integrated at the level of funding and service delivery, with the for-profit social enterprise TSL operating in partnership with the Education Endowment Foundation (independent grant making charity), NESTA (non-profit social innovation organisation), O2 (private telecoms company), Wayra (government funded start-up accelerator), and the UK government's Department for Education and the government's innovation agency, Innovate UK.

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Investing in people
Policy objectives of the SIP: Service provision	Productivity, Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	6-12
Intermediary actors	Teachers, Trainers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The Third Space Learning (TSL) initiative is contributing to SIP policy objectives of investing in individuals throughout their life, by increasing the productivity, access/take-up, and quality of maths education in UK primary schools through online/remote one-to-one tuition for children at risk of underachievement in maths. Launched in September 2013 after securing around €1 million in social impact investment capital, Third Space is now used in over 180 schools across 50 Local Authorities in the UK. It employs a team of over 100 people based in London and India. In terms of increasing access/take-up of services, TSL works with over 1,800 students a week in 180 schools, across 50 local authorities in the UK. In terms of increasing the productivity and quality of maths education services, progress achieved by pupils are tracked by schools, and preliminary case study results appear encouraging: in Somers Heath Primary School, Thurrock, students improved by 2-3 sub-levels in one term; in Southfield Primary School, Luton, the progress was of 1.5 sub-level in a term; and in Pinfold Street Primary School, Walsall, children's Standard Assessment Test (SAT) scores improved by 3.4 Average Point Scores (APS) over a 15 week period.</p>

Virtual Labour Market Portal
(Virtuális Munkaerpiac Portál)

<http://vmp.munka.hu/>

Hungary

General Data

Type of the Initiative	Service
Category of service	<p>Employment</p> <p>Employability, Employment</p>
Summary of the Initiative	<p>The modernization of the Hungarian Public Employment has started in 2010 and in 2011 two IT components were implemented to allow access to e-services for job seeking and job placement: the Virtual Labour Market Portal and the national Long Life Guidance /LLG) portal, with a view of increasing efficiency and efficacy of services. The ICT component of the initiative is based on the development of a multi-channelling (MCM) approach which reduced the need for face to face interaction, freeing up time for PES employees and improving employment services for users.</p> <p>The Virtual Labour Market Portal is a public service provided by the Hungarian authorities to support employability and employment of the job seekers. It is provided free of charge and enables job seekers to upload their CV and to apply for jobs, while it allows employers to upload vacancies and view applications directly. The system also matches the supply and demand, facilitating employment opportunities.</p> <p>Only in 2013 the Virtual Labour Market job searching engine was used by 35,000 to 40,000 job-seekers, while 19,000 vacancies were posted online by employers. The Labour Market Booklet 2012-2013 mentions that one year since its launch, the Virtual Market Portal managed to reach 1.5 million online searches for jobs. This is an indication of the usability and efficacy of the portal. Importantly, around 1/5 of users are young people below 24 years of age who are not registered with the PES: the implementation of e-services has therefore strongly contributed to increase access and take-up of services by this segment of the population.</p> <p>In addition, the National Career Guidance Portal has been introduced in 2011. It acts as an integrative collection for career coaching and guidance tool for job seekers and students. It improved access and take up of services by enabling users to access a large pool of online resources for job coaching and job searching (such as job descriptions, wage statistics, prognosis by the International Standard Classification of Occupations [ISCO], qualification routes for vacancies, etc.). In 2013 the portal registered a record number of 395.000 individual users.</p> <p>The two portals embed in their service delivery applications and tools aimed at improving the employability of users such as: Europass CV, access to the most updated legal and social assistance information, EURES international job searching portal and wage compensation systems.</p> <p>The ICT components play a key role in addressing the employment needs of the Hungarian job seekers and contribute to a disruptive type of ICT enabled social innovation because they deliver services in a way which would not be otherwise possible.</p> <p>The delivery of the modernization tools for employment has been possible also thanks to the support of the European Structural Fund with the contribution of the government.</p>

	In this sense the initiative is inter-governmentally integrated in terms of funding sources.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Active inclusion
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Active inclusion / intermediaries

Users & actors	
Target users	General, Unemployed, Employed
Intermediary actors	Other (PES Employees)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding
Levels of governance of service integration	Inter-governmental

Outcomes	
Main benefits delivered	<p>In terms of increasing access and take up of services, the PES HU portal received 395,000 unique visitors in 2013 who filled in interactive questionnaires, and the Virtual Labour Market job searching engine was used by 35,000 to 40,000 job seekers, who performed 1.5 million online searches for jobs. 19,000 vacancies were posted online by employers. A significant increase has been registered for younger users (around 5200 users are aged below 24), who even though are not registered by the PES are constantly using both the guidance portal and the virtual labour market portal. Satisfaction of users with the portal has been assessed through general surveys on the quality of PES services, specific workshops on e-services and a customer management system: users can submit questions, problems and feedback via this channel and get an answer by the PES Investment Incentives Department and IT Department. In general, whilst the younger segment of population is satisfied with current e-services and is willing to use them, most job-seekers still prefer face-to-face services, due to their low IT skills. Feedback is used to update and improve services offered, and IT literacy programmes are being put in place to improve the take-up of e-services.</p>

Virtual Private Network

(Sistem integrat pentru Evidenta Populatiei)

http://unpan3.un.org/unpsa/Public_NominationProfile.aspx?id=1250

Romania

General Data	
Type of the Initiative	System
Category of service	Social inclusion/participation Social inclusion/participation, Civic engagement, Other (public administration)
Summary of the Initiative	<p>The Virtual Private Network (VPN) is a Romanian initiative financed through the Phare project and aimed at establishing an on-line transmission of data necessary for the production of identity documents. The lack of personal records or identity cards for certain people, especially in the Roma communities, has been for years a serious problem for Romanian authorities in the Cluj County. Before the development of the Virtual Private Network, it was necessary for every Head of the Local Community Public Services For Person Records to go to Cluj County Office for Person Records and Database Management, bring the documents required to complete IDs on external devices, go back and get the issued identity cards to be handled to the applicants at the Local Community Public Service For Person Records. This work was very time consuming and full of flaws. Many people refused to apply for an identity card because of the administrative burdens. This implied that many of them were socially excluded in certain respects in the absence of a legal and administrative status as citizens.</p> <p>In order to address these issues, with the help of a Phare funding, the Cluj County initiated the Virtual Private Network for a secure and efficient transmission of data of personal character. In dealing especially with the Roma communities the municipalities had to undertake awareness campaigns to explain to people the benefits of becoming officially registered. The ICT component consists of an interoperable data management system between different municipalities, with online access and case management and back office tools. The role of ICT is fundamental in the service delivery, changing the traditional service delivery. It is based on a sustained model of innovation where the use of ICTs is aimed at facilitating collaborative working conditions, online transmission of personal data and legal and statistical oversight of the legal mechanisms of registering citizens. The service delivery is integrated at intra-governmental level between various local and regional public institutions. The social innovation is sustained and it impacts the access and take up of services.</p> <p>The initiative managed to legalize the status of the Roma citizens and of others to obtain identity documents. This impacted greatly their legal and social status, as well as their access to public services such as education, social protection, medical care, etc.. From the point of view of the modernization of the social protection system and of improving access and take up of services, the initiative contributed to reducing the administrative burden in registering new people, relieved additional public services such as the police, dispatch offices and others who were involved in the registration process, and enabled the Virtual Private Network to transfer online personal data and to ensure a more complete statistical situation of the Romanian population via the National Registry for Person Records.</p>

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up
Policy objectives of the SIP: Beneficiaries	

Users & actors	
Target users	General
Intermediary actors	Social workers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Organisational
Levels of governance of service integration	Intra-governmental

Outcomes	
Main benefits delivered	<p>In 2008, the Cluj County Directorate for Person Records developed the Phare project “Modernizing the Person Record Activities in Cluj County” in partnership with the Cluj County Council. From the perspective of improving access and take up of services, the project resulted in acquiring an interoperable management database for Personal Records. This work of issuing IDs saved the public administration a long time and many resources both in terms of human and financial costs. In the first year, 35.000 users benefitted from the Virtual Private Network and 5079 new identity cards were released.</p> <p>The modernization of the infrastructure and of the way services were delivered led to improvements in the effectiveness and efficiency in which local and regional authorities were operating. Moreover, the automation of the services improved the reliability of the service provision and the citizen's satisfaction in dealing with public authorities. Since more people were able to become documented, especially for the Roma minority involved, they became more socially integrated and they acquired access to basic services such as social protection and education. From the point of view of the modernization of the social protection system, the creation and implementation of the Virtual Private Network also contributed to including more data in the National registry for Person Records through online transmission of data and a clearer statistical situation on the Romanian population has been reached. The administrative burden for all local and regional authorities involved has been reduced since the registration of a person does no longer require the effort of the police, the head of the local and regional</p>

departments for registration.

The results reported by the authorities themselves in a testimonial state the following:
"The Virtual Private Network (VPN) offered us the opportunity to update the National Register for Person Records on-line and to issue identity cards in accordance with the Law. (...) The modernization of the institutional communication process through the introduction of the information technology resulted in an improvement in efficiency of the activities developed by Cluj County Directorate for Person Records, debureaucratization and an increase of the public service quality towards citizens."

VITAEVER

(VITAEVER)

<http://www.vitaever.com/prodotto.php>

Italy

General Data

Type of the Initiative

Service

Category of service

Integrated care

Independent living, Prevention, health promotion and rehabilitation

Summary of the Initiative

Fondazione ANT - one of the leading private organizations working in Italy in the field of palliative care and pain management - has developed together with a software company (Nethical) a cloud technology - Vitaever - to more effectively manage home-care services for chronic patients being treated at home in Italy. Launched in 2009 after several years of collaborative design and testing, Vitaever is now fully integrated in all ANT activities. The Vitaever tool operates as an online web-based (SaaS) or phone/tablet based platform, operating with no installation, maintenance, or server hardware costs, and is safely and easily accessible by a range of ANT personnel including Physicians, social workers, volunteers, and patients from their PCs and mobile devices. The Vitaever tool allows for coordination and information sharing between the 20 ANT territorial units, active in 10 Italian regions. Vitaever allows to efficiently track and manage the activities and movements of personnel and volunteers, from hours allocation to geo-localisation services, and can be used to monitor and evaluate performances. Data are quickly and easily translated into complete reports, mirroring both implemented activities and achieved results. Patients' health records and therapy are recorded and constantly updated, and can be accessed by patients themselves. The tool also allows users to schedule and book appointments, manage asset/drugs and finance/budget functions online. Vitaever is currently being sold by Nethical, ANT's technology partner, which covers the research and development costs incurred by the initiative.

In terms of benefits, Vitaever has allowed ANT to radically increase its efficiency and quality of care services, lowering administrative costs and the amount of time spent by personnel on administrative tasks, and reducing time/money lost due to poor planning of transfers to deliver medicines or services. So far, more than 95,000 clinical records and 1,000,000 activities are recorded with Vitaever, and the initiative has resulted in 700,000 printed sheets saved per year, 40,000 fewer phone calls from local care providers/operators to the operating centre, €90,000 in savings for supplying drugs, and €80,000 in savings due to the smaller amount of time dedicated by employees to data entry. Overall, Vitaever has reduced the cost of ANT's home-care services from €50 per day to €30 per day, representing a huge saving compared to the cost of specialised hospice care (€238 per day) or hospital care (€400 per day) in Italy. Vitaever is a need-driven and outcome-oriented innovation, intended to meet the need for more cost-effective and efficient home-care services for seriously ill people in Italy. Vitaever uses an open process of co-creation, as formal carers, informal carers, patients, and technology service providers collaborate to develop, implement, and adopt Vitacare for home care services. Vitacare is also fundamentally changing the relationship between these stakeholders, using online cloud-based services to increase

	<p>the speed, accuracy, and cost-effectiveness of stakeholders' interactions for home care management.</p> <p>Vitaever is a disruptive/transformational innovation, using ICTs in the form of online cloud-based platform accessed by PC or phone/tablet mobile devices, to create new mechanisms for home care management.</p> <p>Vitaever is inter-sectorally integrated at the funding, administrative, organisational and delivery levels in several Italian regions, with municipalities, health professionals (doctors, paramedics, technicians) and social workers, as well as third sector care providers and informal carers to deliver their home care services to patients in need in Italy.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Social protection, Investing in people
Policy objectives of the SIP: Service provision	Productivity, Sustainability of the system, Access & take-up, Cost-effectiveness, Quality, Integrated health- and social care
Policy objectives of the SIP: Beneficiaries	AHA / independent living, AHA / formal and informal carers

Users & actors	
Target users	Elderly, Patients, Other (People with serious/long-term illnesses)
Intermediary actors	Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Strong
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The Vitaever initiative contributes to SIP policy objectives of modernising social protection systems, increasing the productivity, sustainability, access/take-up, cost-effectiveness, and quality of home-care services for seriously ill patients in Italy, while also supporting formal/informal carers and patients themselves to manage and deliver their home-care services. The adoption of Vitaever has allowed ANT to radically increase its efficiency and the quality of care provided, while lowering administrative costs and the amount of time spent by personnel in administrative tasks, and reducing the time and money lost due to poor planning of transfers to deliver medicines or</p>

services.

In terms of documented/proven benefits in these fields, more than 95,000 clinical records and 1,000,000 activities are recorded with Vitaever, and the use of the tool has translated into a reduction in the number of printed sheets of 700,000 sheets saved per year, 40,000 fewer phone calls from local care providers/operators to the operating centre, €90,000 in savings for supplying drugs, and €80,000 in savings due to the smaller amount of time dedicated by employees to data entry. This means that today, the average cost per day of ANT home-care services is €30 per day, compared with €50 per day before starting to use Vitaever. This is even more striking if we compare it to the cost of a day of care in a specialised hospice (€238 per day) or in a hospital (€400 per day) in Italy.

From the point of view of the quality of care, both patients and their informal carers have expressed high levels of satisfaction with the service, including in terms of increased social capital.

Voldix-Galicia's Digital Volunteering Programme

(Voluntariado Dixital- Xunta de Galicia)

<http://voluntariadodixital.xunta.es/es/inicio>

Spain

General Data

Type of the Initiative

System

Category of service

Social inclusion/participation

Education and training, Social assistance, Employability, Civic engagement

Summary of the Initiative

In 2012, the Digital Volunteering Programme was launched in order to overcome the digital divide in Galicia. This programme puts an emphasis on the development of customized digital inclusion strategies by promoting voluntary work as a social cohesion strategy, something highly needed to build an equal, integrated, and inclusive society. It is conceived as a complement to the actions carried out by the Galician Government in terms of citizen-targeted ICT dissemination, awareness-raising and training measures, performed through the CeMIT network. The programme exploits various forms of voluntary participation to combat digital and social exclusion between the most vulnerable groups of the society to avoid exclusion: elderly people, disabled people, immigrants, women, people from the rural areas and from marginal areas. The Digital Volunteering Programme is supported by a group of digital volunteers that devote part of their time into training activities. On the other hand, the initiative is supported by project partners, public and private institutions and organisations which are actively committed to the programme through a series of collaboration schemes. The aim of the Digital Volunteering Programme is to provide all actors, organisations and citizens involved in the project with the following:

1. An Inclusive Platform including all volunteering initiatives associated to the Information and Communication Technologies.
2. A broad innovative digital support and collaboration project Service Portfolio.
3. A Training Programme for volunteers and technical staff from voluntary action bodies specifically focused on satisfying the needs of the users who shall demand digital volunteering services.
4. Several Management Processes available through the project's website, offering an efficient and effective way of managing the programme and bringing together all the volunteers and partner organisations.
5. A Contact Point for third-sector organisations and companies and organisations in the field of ICT, with the aim of: Improving their voluntary work activities as regards digital literacy amongst citizens; Improving management tasks through the use of ICT in third-sector organisations.

Volunteers delivered the courses in 98 classrooms spread across the region. Because of the limited financial resources of the programme, existing locations are used to deliver the interventions. Material for the courses is available online and can be accessed at home, as well as in the centres. VOLDIX and Red Cross collaborate in the service of orientation and research of employment that offers to the users spaces of active research of employment, through digital volunteers. The spaces of active research of employment, are places instrumented with the necessary technical resources so that the users can prepare their candidature, subscribe and do follow-up

	<p>to an employment offer. Within the Voldix Programme, several socio-digital inclusion projects are implemented addressed to different target group.</p> <p>This initiative provides for a need-driven/outcome-oriented production where outcomes are intended to meet the needs of society or specific groups in society in a long lasting way and public value allocation and/or re-allocation. It is a sustained/organisational innovation using ICTs to support, facilitate or complement existing efforts and processes to improve organisational mechanisms of services provision. The initiative is an inter-sectorial integration providing collaboration between government and service delivery providers in private or non-for-profit sectors.</p>
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion
Policy objectives of the SIP: Service provision	Other (Increase employment and quality of job)
Policy objectives of the SIP: Beneficiaries	Active inclusion / unemployed ppl, Social inclusion

Users & actors	
Target users	20-24, 25-29, 30-34, Elderly, Migrants, Women, Parents, Physical disabilities, Mental disabilities, Unemployed, Low-skilled
Intermediary actors	Youth workers, Volunteers, Trainers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The Digital Volunteering Programme is complement to the actions carried out by the Galician Government in terms of citizen-targeted ICT dissemination, awareness-raising and training measures, performed through the CeMIT network. The programme contributes to the implementation of active inclusion strategies in Galicia Region concurring in the reduction of the digital gap between the most vulnerable groups (elderly, disabled, immigrants, women, and people from the rural and marginal areas) and improving their opportunities to integrate in society and in the labour market. The Digital Volunteering Programme incorporates new technologies to the daily lives of each and every Galician citizen through the collaboration and commitment of volunteers, in order to foster social inclusion using the new technologies as a tool. In</p>

2012, the Galician region registered, in comparison to the 2 previous years, a significant increase of people using the Internet (approximately 27.8% more) and accessing to online services.

Besides promoting research and innovation in the social technology field, the Voldix program also fosters employment in the field of new digital professions. It provides training for employment by launching an agreement with partner organizations (i.e.the Red Cross) running specific employment related projects.

In addition, the program has encouraged the civic participation through the involvement of volunteers in NGO's, the service and commercial sector, as well as in the educational establishments.

The Galician Ministry of Employment and Social Welfare hosted a Peer Review on the Galician Digital Volunteering Programme in Spain, on 25 March 2014. In the discussion paper "Harnessing ICT for social action, a digital volunteering programme - Digital Inclusion in Europe: Evaluating Policy and Practice" aiming to present a framework in evaluating digital inclusion policies in the peer review, the Voldix initiative was introduced as a best practice contributing to the goals set by Europe2020 and the SIP. The document analyses the Voldix Programme and connects to the specific priorities of the Europe 2020 and SIP.

An assessment of the Voldix programme implementation is provided in relation to the 6 fundamental evaluation steps of any initiative aimed to tackle digital exclusion: social challenges; target group; digital inclusion needs; target organisations and locations; resources and evaluation.

The main lessons learned for other Member states arising in the discussion paper, are the following:

- the Voldix programme links to the Europe2020 strategy and grounds this initiative in a broader policy framework of social inclusion, with particular reference to health, well-being and active ageing, all part of the social challenges as identified by Horizon2020.
- needs assessment in terms of specific skills, types of access, motivational issues and content provision for the target groups, relating to the targets for social inclusion set out by the European level policies
- a wide range of stakeholder organisations across all sectors is identified and the management model helps in coordinating these efforts to cover the everyday locations and organisations most target groups are in touch with.
- the project provides a wide range of digital resources and management support for volunteers and organisations involved. The use of volunteers was recommended in both the SIP and the Europe2020 strategy.
- the outcomes identified in the Europe2020 and SIP were not not about the needs of vulnerable groups being met and reductions in inequality, but more importantly, the roll out of ICTs.

According to the content of the document, an important lesson to be learned from the Voldix Program is whether volunteers are able to create sustainable and broad ICT engagements, rather than short term, minimal, and decontextualized skills training.

Wellogram

(Wellogram)

<http://www.participle.net/wellogram>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Prevention, health promotion and rehabilitation

Education and training, Social inclusion/participation, Prevention, health promotion and rehabilitation

Summary of the Initiative

Wellogram aims to prevent and manage long-term health conditions by educating people to make more healthy lifestyle changes. This is particularly important since, with the ageing of the UK population, chronic conditions are becoming increasingly widespread, currently affecting over 15 million people in the country and accounting for the 70% of NHS budget. Wellogram is an initiative run by social enterprise Participle, in collaboration with the NHS Southwark Clinical Commissioning Group (CCG) - bringing together all 44 General Practitioner (GP) surgeries in the local area and many volunteers. Wellogram's prospective users are identified by GPs, Practice Nurses, health and social care professionals, or other administrative staff. Once identified, users are invited to have an initial conversation with a Wellogram Guide. Wellogram Guides are based within the GP clinics, but are non-medical professionals recruited, trained, and managed by Participle. Using simple tools and techniques, the Wellogram Guide supports the user to choose a focus and determine what actions are appropriate to begin their journey towards better health, lifestyle, and wellbeing. The guided conversation between Guide and user does two things: (i) it helps the user re-frame their thinking about health from an 'illness' perspective to a 'wellness' perspective; and (ii) assists them in identifying existing social networks in their life which can be used to support their chosen actions. Guides also offer 'soft' support to users in the form of follow-up calls, e-mails, text messages, face-to-face and online support.

The initiative has been successful in improving beneficiaries' health outcomes while also contributing to foster their social capital.

Wellogram is a need-driven and outcome-oriented initiative, intended to meet the needs of people with 'lifestyle' diseases (e.g. diabetes, stress, obesity, smoking/alcohol addiction) in an integrated, personalised, and sustainable way. Wellogram uses an open process of co-creation, as Wellogram clients, trained Wellogram Guides, and healthcare professionals (GPs, nurses) collaborate to refer, advise, and support Wellogram users - who are mostly older people - towards disease prevention and health promotion. In this way, Wellogram is allocating/creating public value by addressing the integrated health/social care needs of people in the UK.

Wellogram is a sustained/organisational innovation, using ICT to support the delivery of health/social care support from Wellogram Guides to end users through online (email, social media, chat) channels, and enabling database management and communication/information flows between all Wellogram stakeholders (e.g. Wellogram users and Guides, health care professionals, NHS Southwark).

Wellogram is inter-sectorally integrated, collaborating between the service provider Participle (social enterprise) and the government's National Health Service Southwark

	Clinical Commissioning Group and its 44 General Practitioner clinics in Southwark. Wellogram is integrated at the level of funding, organisation, administration and delivery, with Wellogram Guides, users, doctors, and nurses in Southwark collaborating to provide integrated social/health services (referrals, case management, on-going support) for disease prevention and health promotion.
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Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Investing in people
Policy objectives of the SIP: Service provision	Sustainability of the system, Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	AHA / prevention, health promotion, rehab, AHA / independent living, Social inclusion

Users & actors	
Target users	Elderly, Addicts, Patients, Other (People suffering from long term 'lifestyle' disease e.g. stress, obesity, diabetes.)
Intermediary actors	Volunteers, Formal carers, Informal carers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Sustained/organisational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Administrative, Organisational, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The initiative is contributing to the following SIP relevant policy outcomes:</p> <ul style="list-style-type: none"> - Disease prevention, health promotion, and rehabilitation and increased capacities of older people and the chronically sick to manage self-care and independent living at home: users benefit from shifting behaviours towards healthier lifestyle and wellbeing to manage/prevent long-term health issues. 64% of Wellogram users say they're better able to manage their health and have experienced improved health conditions as a consequence of Wellogram volunteers recommendations, suggestions and motivation strategies (for instance 75% of patients have lost weight) - Social inclusion: users also benefit from social inclusion as they seek help and support from their Guides and social networks. 72% of patients say they've increased their ability to engage with their local community.

Where is my public servant

(Where is my public servant)

<http://wimps.tv/>

United Kingdom

General Data

Type of the Initiative

Service

Category of service

Civic engagement

Education and training, Employability, Social inclusion/participation, Civic engagement

Summary of the Initiative

Where Is My Public Servant (WIMPS) is an initiative launched in 2004 in Northern Ireland by the non-profit Public Achievement's social enterprise Achieve Enterprise to enhance young people's interest and participation in politics and community activism. WIMPS has both an online and an offline component. Young people from across different communities in Northern Ireland (but focused on a locality – for example, West Belfast, Enniskillen and Foyle) meet once per week in an informal setting to create video-stories featuring their experience, concerns and wishes about their neighbourhoods. They are provided with training on the theory of filmmaking, journalism, communications, and media, and they also learn how to design and run a campaign. As part of this exercise, interviews are conducted with members of the Northern Ireland Parliament. As for the online component, the WIMPS website is the main instrument for sharing the video created, as well as for collaboratively creating and running campaigns. The website also allows young people to quickly identify and send messages to elected representatives from council to national MP to EU MP levels by inserting their postcode. Professionally run Facebook and twitter accounts allow the project to engage and interact online with journalists and policy makers in Northern Ireland and around the world. WIMPS has also worked with the Royal National Institute for the Blind to ensure the site is fully accessible to those with visual impairments, to help young people with sight difficulties to use the resource to make politicians aware of the issues they face. In terms of civic engagement and education/training benefits, WIMPS participants achieved on average a 52-72% increase in interactions with politicians, 6-15% increase in political participation, and 50-68% increase in media production experience.

WIMPS is a need-driven and outcome-oriented initiative, intended to meet the need for civic engagement education and training services among excluded/deprived and disenfranchised young people in Northern Ireland. WIMPS uses an open process of co-creation, as young people, coaches, trainers, youth workers, volunteers, and public servants collaborate to develop, implement, and adopt WIMPS' civic engagement programmes, which in turn adds to the value of democratic citizenship, among young people in particular.

WIMPS is a disruptive/transformational innovation, using ICT in the form of online learning, video/audio/photo production software, and social media networking to create new mechanisms for interaction between young people and their public servants in the UK.

WIMPS is inter-sectorally integrated at the level of service delivery, as young people are given the opportunity to interview and interact/campaign with members of parliament and other public servants (e.g. the police commission) in Northern Ireland.

Policy Relevance	
Recommendation Strand of the Social Investment Package (SIP)	Active inclusion, Investing in people
Policy objectives of the SIP: Service provision	Access & take-up, Quality
Policy objectives of the SIP: Beneficiaries	Social inclusion

Users & actors	
Target users	13-19, 20-24
Intermediary actors	Youth workers, Social assistants, Volunteers, Teachers, Trainers, Other (Civil servants)

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Open process of co-creation/collaborative innovation networks, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The WIMPS initiative is contributing to SIP objectives of implementing active inclusion strategies, increasing the productivity, access/take-up, and quality of civic engagement and education/training services for young people in Northern Ireland. The WIMPS project was created to help young people - and particularly those living in deprived areas - to engage with their communities and politicians at local, national, and EU levels on issues that matter to them, while acquiring both technical and social skills that can boost their employability. In terms of WIMPS' achieved increases in productivity, access/take-up and quality of civic engagement education/training services, an evaluation report prepared for Public Achievement by external researchers (Wilder Research and Kwantlen Polytechnic University) shows the following benefits among WIMPS participants between 2011-2013:</p> <p>(i) Interaction with Politicians:</p> <ul style="list-style-type: none"> - 52% increase in local councillors names known - 56% increase in local councillors met - 72% increase in Members of Local Authority met - 68% increase in frequency talked to councillor or office <p>(ii) Political Participation:</p> <ul style="list-style-type: none"> - 10% increase in political society at school - 15% increase in political society - 6% increase in campaigning

(iii) Media production experience (education/training impacts)

- 68% increase in video camera skills

- over 50% increase in editing audio, video, and picture files.

Overall, evaluations of the project shows that while impact in terms of youth's increased social capital, interest, and knowledge in politics and social activism and soft skills can be quickly achieved, significant improvements in terms of acquired technical skills (film-making, campaign design and implementation, use of social media) takes a longer time to be reached.

Your Teacher

(O Teu Mestre)

<http://www.oteumestre.pt/>

Portugal

General Data

Type of the Initiative

Service

Category of service

Education and training

Education and training, Social inclusion/participation

Summary of the Initiative

O Teu Mestre is a digital platform facilitating learning and the creation of a community for students aged 5-12. It offers tutoring and on-line courses, and facilitates the interaction between students and between students and teachers. The initiative, piloted in the Portuguese school EB 2/3 Satao to provide students with support in the most difficult subjects, was then extended to meet the needs of children who couldn't attend school for long periods of time due to their health conditions. The platform would not only have helped hospitalised children to keep up with their peers through e-learning and tutoring, but also to fight social isolation providing them with a platform where they could communicate and exchange with fellow students.

Over time, cuts in public spending led the social enterprise to look for alternative sources of funding. Given the raising number of children in need of private lessons outside school hours, a decision was made to open the platform to any student aged 5-12 under the payment of a fee. This arrangement would have allowed the platform to become economically sustainable, and to keep offering free-of-charge services to hospitalised children.

The platform was evaluated in 2009 and results were very positive concerning the perceived usefulness of the tool to improve understanding of subjects (and particularly maths) and, consequently, school attainment levels.

From a social innovation perspective, the initiative addresses permanently the needs of hospitalised children concerning education, in addition, it creates public value by involving the broader community (private, public and third sector organisations and schools) in the process of accompanying sick children in their educational path.

Concerning levels of IT innovation, the initiative falls in the disruptive category, since the use of ICT allows to provide a new service which couldn't be delivered otherwise.

In terms of governance of service integration, the initiative falls in the inter-sectoral category, with integration occurring mainly at funding and delivery level.

Policy Relevance

Recommendation Strand of the Social Investment Package (SIP)

Active inclusion, Investing in people

Policy objectives of the SIP: Service provision

Access & take-up, Quality

Policy objectives of the SIP: Beneficiaries

Social inclusion

Users & actors	
Target users	0-5, 6-12
Intermediary actors	Teachers

IESI Conceptual Framework: dimensions of analysis	
Social Innovation	Need-driven/outcome-oriented production, Fundamental change in the relationships between stakeholders, Public value allocation and/or re-allocation
ICT-enabled innovation potential	Disruptive/transformational innovation
Strength of ICT-enabled social innovation	Moderate
Types of service integration	Funding, Delivery system
Levels of governance of service integration	Inter-sectoral

Outcomes	
Main benefits delivered	<p>The programme was evaluated in 2009 in a research project led by the Universidade portuguesa infant D. Henrique, using a mix of qualitative (interviews, focus groups) and quantitative (surveys) research conducted on 474 students from all across the country. Results were very positive concerning the perceived usefulness of the tool to improve understanding of maths and, consequently, school attainment levels. However, only the 43% of respondents considered themselves “part of the OTM community”, meaning that much effort needed to be put into engagement activities to create a lively virtual community. Interestingly, the 95% of respondents also highlighted that e-learning was a useful auxiliary tool, but that it couldn't replace traditional classes. Feedback were taken into account to improve the platform.</p>