

"How to implement telework in Public Sector in Peru with a focus on youth and gender"

Caballero Sifuentes, Fabiola *

TW Solutions Consulting Company

Lima, San Miguel, Avenue Brigida Silva de Ochoa 239, Tower E 502

+ 51 1 996800555

fcaballero@twsolutions.com.pe

fabiolacaballero2@yahoo.es

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Summary:

This report summarizes the technical proposal of viability TW Solutions, to incorporate the telework consulting services nationwide to public sector in Peru, considering two important public policy is being implemented in the country this Government and that is already part of state policy, a commitment to social and economic inclusion and to reduce gender inequality gaps and the emphasis of youth work, being part telework cross of these two public policies that enable the excluded and vulnerable groups to access new ways of working with the flexibilities in its various forms, thinking of the age groups including young people of working age in rural areas of the coast, highlands and jungle, who would agree more knowledge rapidly and technological adaptation. This is a commitment to Rural Youth in Peru, considering the gender focus.

Introduction:

Recently in the country has created the Ministry of Social Development and Inclusion MIDIS who holds out the policies of social inclusion in order to overcome the poverty and extreme poverty and social inequalities in the country especially in rural areas, generating permanent social conflicts within the country by the lack of opportunities to access health, quality education and decent employment, environmental pollution, for attempting to reverse the informality and illegality (smuggling), etc.. This sector has the mandate to design, coordinate and conduct policies and strategies for overcoming poverty and inequality.

This new Ministry takes the social programs that were previously assigned in various sectors but a weak multi-sectoral coordination and joint planning, ie, within levels of government (provincial and district-Regional) were strongly criticized in President campaign today Ollanta Humala, since it did not show better results, or worse still lack baselines and impact assessments could not be inferred that the reduced levels of poverty and extreme poverty that showed some success in our country by the previous government, were attributable to social programs, is to some analysts attributed to the economic model, very little on social policy and even less for programs of social welfare or social protection.

MIDIS, take the following programs PRONAA (National Food Assistance Program), FONCODES (Cooperation Fund for Social Development), National WAWA WASI, Conditional Transfer Program and

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Pension TOGETHER 65. All of these programs consider at least PRONAA WAWA WASI TOGETHER and the mother-child pretending that the intergenerational transmission of poverty is broken with improved access to food, nutrition, health and education, here we show for young mothers that reproduce poverty when they are not in good health, nutrition and education. 65 Pension Program, aims to protect a social network are excluded as well for older people in extreme poverty with a minimum pension.

Foncodes, is one of the programs, which has better developed the component of the productive economic projects and infrastructure, capacity building components, creating opportunities to the poorest families, hence the target audience that impact is related to families in the areas of poverty and extreme poverty especially in rural areas around the project involved.

On the other hand, we have the previous Ministry of Women and Social Development, Ex MIMDES today Ministry of Women and Vulnerable Populations limited only to specific groups (Women, Children, Elderly, Disabled, Displaced, etc.) and has been working hard by the issue of Equal opportunities between Women and Men, laws and plans that account annually on its progress in reducing gaps line of exclusion and creating opportunities in many cases with affirmative action policies in favor of women to develop in the various areas of society. Consider gender mainstreaming policies is justified, it is said that poverty in Peru has a female face, because it is directly linked social capital to develop volunteerism in social programs to combat poverty, the limited employment opportunities women especially in rural areas, among others. Another vulnerable group is responsible is that of people with different skills and capabilities that our country is about 10% of the total population, this is an unfinished agenda must be strengthened, especially since there have been a set of laws and policy that if you follow up on enforcement, incentives, sanctions, could be doing better. Dispersed populations are also part of their stewardship, especially in indigenous highland communities and are located mostly in extreme poverty and many of them suffered the horrors of political violence during the 80s.

The Ministry of Education has undertaken major educational reforms that suggest that there will be a better generation of children and young people through educational programs with an intercultural bilingual rural community and environmental education, inclusive education for disabled. The public teaching career and periodic evaluation of teachers is a challenge since the previous government implemented many restrictions but can ensure improvements in the quality of education in the coming years. The Program BECA 18 is an interesting bet to promote scholarships to low-income rural youth for college, another important aspect is the certification of universities and technology institutes to ensure adequate training provision to be consistent with market demands and potential.

There are great challenges, youth poverty in rural areas reaches 54.5%, however this rises to 5 percentage points when it comes to young people overcome the barrier of 30 years and this is due to not achieving adequate levels of education corresponding age appropriate and therefore their employment is precarious, having logged nearly 50% of these young people to a secondary degree and less than 10% to higher education and university.

Economically Active Population (PEA) which is engaged in agriculture, fishing and mining is poor in 61, 4% and an extremely poor 81.2%, with 74, 85% rural youth PEA working in these areas and represents 32.05% of the total rural youth population. On the other hand, the Economically Inactive Population is mostly engaged in household work and study, being 30.94% and 21.32% respectively, this population group, 2/3 are women and are concentrated in housework. There are approximately 700, 000 rural young women and men who are parents whose children are generating new poverty, perhaps less severely because they must be immersed in some of the social programs listed above, but public policy has not yet serve this social group especially considering they could have more opportunities if you work with these young people more sustainable alternatives out of poverty through training and employment programs to ensure their own income and his immersion into the labor market intensively and extending nationwide.

An important aspect of working with rural youth is that it has Guidelines for National Youth Policy, which declares Rural Youth as one of the three most vulnerable and the National Youth Plan itself,

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devotes a specific guideline, which was ratified in national policies mandatory, the same as the Presidency of the Council of Ministers and the Ministry of Education made a weak track sectors, the latter as the governing rectory.

Importantly, the valuable efforts being done by the Ministry of Transport and Communications, in order to increase access to the Internet in Peru, through the Project Office Communications FITEL Program "Implementation Program of Rural Telecommunication-Internet Rural " by private operators for the management, operation and maintenance of the infrastructure of public telecommunications services. The main objective of the program focuses on accelerating the integration on same conditions, of rural populations to the opportunities offered by TICs to promote their integration into the public telecommunications network. Their goal is planned to cover 1050 rural Internet local, along with a training program aimed at providing basic tools to facilitate the public use of the infrastructure is installed, this is possible under a model of public-private partnership. The scope of the program, not only comes to connectivity, but the installation of rural Internet facilities under local management committees, creating a culture of Internet use, encouraging the creation and operation of micro and small enterprises. In the training component is valued youth and gender, as it identifies future local promoters that generate the multiplier effect.

The Ministry of Labour and Employment has 4 very interesting programs: TRABAJA PERU, JOVENES A LA OBRA, PERU RESPONSIBLEA and VAMOS PERU. TRABAJA seeks to develop productive capacities that create jobs and is aimed at unemployed in urban and rural areas, JOVENES A LA OBRA aimed directly at promoting labor market integration of young people by providing training that will enable wage increase revenues, decrease the time job search and reduce occupational discrimination, another program of interest is PERU RESPONSABLE that seeks to promote corporate social responsibility generating decent employment, with a Socially Responsible Companies Registry under an accreditation system, with emphasis on youth, people with disabilities, female heads of household, it is part of the Program for Employment Generation Inclusive Social Work Peru, and finally, the program VAMOS PERU, aimed at promoting employment, protecting the employability of the unemployed and workers who are at risk of losing his job, performing training services with prestigious educational institutions, technical assistance to entrepreneurs, labor skills certification and job placement through Employment Exchange and advocacy work with companies.

These efforts are still insufficient for the diagnosis of Peruvian labor market as summarized: there is a strong inactive population in the economically active population, labor force, most of this PEA is busy but with two very marked characteristics is the underemployment and other with suitable employment (50-50% respectively). This PEA, owned 1/3 to the agricultural sector, 30% services and commerce 17%, the unemployment is not alarming when compared with other countries, as it reaches the 4%, rate of employment formality is 30% and of this group are mainly workers in micro and small enterprises approx. 25, the challenge comes in the 2/3 parts of informality, even though there has been a remarkable growth in recent years, also generating employment in non-traditional exports in number of contracts has increased 6 times in the last 20 years. The sectors that provide job security are the services and manufacturing industry and most have no formal relationship of the work are the extractive sectors, construction and trade.

One law that promotes the formality that has given the government in previous is Medium and Small Enterprises Law, however, their impacts are minimal in relation to what is expected, one of the analysts said is that the expected benefits is less than the costs of formality implies, suggested intensify training programs appropriate to the specific needs for each type of business, giving support in penetrating new markets and compete, give flexibilities in taxation until achieve to be competitive, and so on.

It is as agenda to discuss the General Labour Law, with some discrepancies, such as the right to strikes in workplaces or workers' right to enjoy the services of company profits also being evaluated the possible impact that public companies have private regime.

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For our consulting firm TW Solutions is essential to begin to discuss the draft Law on Public Sector Telework is in committee and will be discussed in the Congress soon, it would facilitate the entry of the new system and working arrangements under this Scheme, which implies significant dynamics towards modernity in the state apparatus.

It is vital to know the processes ongoing national dynamics, installed programs, goals and perspectives of the government supported its policies and plans, but we also think that a key target group to which it must respond with advice and support are permanent and public policy makers are the 24 regional governments nationwide, with its 198 provincial and district governments over 1800 that have the mandate from their organizational laws and delegated functions, to work for inclusion, basic services, promoting economic development projects, employment promotion, social and economic infrastructure, etc..

For the state, considering the various roles and functions both as lead agencies in implementing agencies, have a new programming methodology results-based budgeting has to rethink the current design of programs and projects, with a logic of providing results immediate, intermediate and final target population, considering the logical model with a solid foundation of evidence-based research and designing the causal factors of the main problems which will review the concepts, approaches, design, implementation strategies, targeting areas, etc. This new dynamic means a new endeavor in public institutions, new managers, new public officials, new systems, new organization, new planning, new programming, new technologies, etc. This logic results have many edges for consulting services that will provide the necessary support, so we consider this new approach and revolutionary way of working, as telework, will give added value to the management by results.

Justification

Reform of Social Programs

A quick glance over recent years is sufficient to conclude that social programs have been used for electoral expediency and this is due to a noxious mixture of two social components on the one hand, the large percentage of poverty and lack of opportunities Peruvian society and the other an almost zero exercise of citizenship in the country. The first payable in favor of an abusive and manipulative exercise against those wants and needs, as the welfare state was subject to conditionalities distinctly election, ie the government help if the government supports. Secondly, the weak citizenship, become almost endemic poor Peruvian society and explains a set of variables is not the case analyzed in this study, however, being second class citizens seems to be a consequence naturally generated by poverty, because apparently there is a direct relationship between citizenship and poverty level, it's no secret that under the concept of poverty underlying ills, such as low educational level and knowledge, which makes it highly vulnerable individuals and therefore easy to handle politically.

From the above lines we noted above that social programs were not used correctly and inefficient use this add up the serious problems in their designs, defining goals, identifying the target audience, etc., Which predict that yet have given what is expected of them: they are strategic allies of the government administration in three instances-national, regional and local, against the common enemy is poverty and percentage reduction indicators and thus gradually defeat more serious scourge that threatens human civilization. So if the state now does not actually reengineering social programs related to managing for results, baselines, with studies of impact assessment, with continuous process improvement, policies and clear goals, systems monitor the management and developing a strategy that combines articulating territorial development policies of human capacities (health, education, nutrition), with policies that create economic opportunities (promotion and decent employment, technological development, economic infrastructure, etc.) in populations most vulnerable, we will have gone from mere speech and again to the illusion of change. It is therefore important complementary sectors or ministries, with various levels of government in policy implementation and management of various projects and programs, but also is essential that the target population of the various social programs, move from being beneficiaries of the programs to be actors in their own development. In the current scenario and under decades of

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backwardness and shortage of human and social capital is necessary to consider the following strategies: i) there needs population served remain under a social safety net, especially in the highlands, communities indigenous and marginal urban areas, such as adults, seniors, children and disabled ii) children, young and a portion of young adults now living in poverty and extreme poverty may have more opportunities and they have to bet to improve education, provide services of modernity such as internet and telecommunications in rural areas, it is essential for the life cycle approach.

New approaches that support the Social Programs

The approach that supports the formulation of policies and programs for the needy, we think it should be one that emphasizes human development. Not enough to allocate state social assistance to the most vulnerable, which in fact have to be the target of these programs, but also have to make objects and subjects of the development process, expanding and developing their skills, ensuring the expansion their opportunities and freedoms, including distributing equitably the impacts of economic growth experienced by the country through the economic-productive dimensions, social, via education and health policy, promoting participation, tolerance and vigilance; cultural identity and intercultural sponsoring axiological, promoting fairness, justice and transparency. Within this approach major human development, must be differentiated and targeted policies, considering all the gaps, for example, gender mainstreaming, inclusion, citizenship and democracy taking into account the different population groups such as youth, elderly, disabled, displaced by violence, etc..

Multisectoral Coordination strategy and Territorial

Is urgently needed, the strategy that articulates social programs efficiently, understanding that this would make the MIDIS, sound management of the previous government made some efforts to create the National Strategy CRECER, but insufficient given that process reengineering is not had within the Programs and recently was being implemented under Budgetary Programmes approach results under guidance of the Ministry of Economy and Finance. Today, with the new governing and focusing the strategy of joint multi-sectoral and territorial, must rethink their actions but not just to stop the vicious cycle of poverty by promoting social inclusion but also promotes the interrelationship of the economic productive be complemented by economic inclusion, given the gradual nature of social programs, complemented by public policies that: improve the quality of education, promote employment generation particularly in highland areas and rural areas, create conditions for competitiveness development of infrastructure and communication technologies. To do this, it requires aggressive programs of rural education with a focus on multiculturalism and gender, investments in roads, electrification, telecommunications, labor training programs in rural areas, promoting businesses / rural businesses, etc..

The decentralization reform contributing factor but not sufficient

Positive factor is that it shows increased presence of government institutions by the decentralization policy in recent years, who are committed to social development, so that it has strengthened the capacity for coordination and management of state institutions and organized community and, as we are increasingly decentralizing programs, this will more the above capabilities, although the process of transfers and autonomy per se does not ensure redistribution to the poor if it is not accompanied by reengineering processes and local institutional capacities that can optimize and enhance these resources. These capabilities must be accompanied by policies for investment and sustainable job creation policy to overcome poverty permeates the poorest households seeking to overcome their main vulnerabilities and bringing them closer to a higher level that means breaking the vicious intergenerational chain poverty and so far have not been attacked multiple causes with effective policies at central, regional or local levels.

Favourable scenario for the design of public policies that look of modernity in the Telework

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With some satisfaction, we are seeing a more serious aims of the government's social policy, the lines described above set of policies and policy instruments that seek, within the framework of modernization, strengthening the operating structure to combat poverty, we consider the scenario to go pro implementing Telework in Peru, because we have policies and educational goals that will ensure that there is a future generation with opportunities for employment and better paid, there are internet services that are reaching many over the country, improving broadband and information flow in public schools has been teaching computer tools and use the internet, there is greater use of mobile phones and communications in rural areas, there is greater roaming between the countryside and the city by rural young people, to go to high school they need to go out to another town or city, there are policies and programs that promote employment in rural areas either by sector public and private, the presence of mining companies has generated employment opportunities for young people, today the girls and young women think about their future and to continue their studies, their parents encourage it, too, has gained considerable ground in the theme of education for rural girls.

The design and strategy of Telework in the Public Sector from TW Solutions

Towards a model of development with social inclusion

Work is the job placement opportunity with which people have, is part of their development rights, so think of the "Telework for Social Inclusion" is thought to provide opportunities to the most vulnerable of society such as: people with different abilities, vulnerable people, young people and women and people of the elderly. For TW Solutions, has placed special emphasis on rural youth with gender.

At this vulnerable group of "teleworkers" we can provide better opportunities for their employment "teletrained". The State has the duty to develop and strengthen their skills, provide opportunities for economic development through public policy, we believe that the lead agency in the state is the Ministry of Labour, the Ministry of Social Inclusion, Ministry of Education (for stewardship in Youth), Ministry of Women (by the rectorry gender) and the Vice Ministry of Communications through FITEL program that has not only the infrastructure component of telecommunications, internet service, but training and support for the use of TICs services, with basic information for people accessing the service, take advantage necessary to search for information of interest, generate communication networks, improving their knowledge and skills, gain access to study opportunities and telecommuting, etc.

To do this, we have a Telework Management Solutions for Public Organizations specialized in generating models of design and implementation. So through this management, we have been working hard to make the implementation of teleworking in the public sector not only allow better management of resources but also human resources in themselves and in particular allow the public service transcends and endures provided with innovation and impact

Minimum elements that create the conditions for the implementation of Telework

Provide the State with a set of technical tools that promote Telework policy as a model and strategy of employability in a fair, decent not to generate more precarious working conditions, but rather an appreciation for the telecommuter to the State or employers seeking the first social profitability, cost / benefit ratio and impact and the second economic profitability.

We have a potential target that should be considered in the teletrainers and would be meeting the following requirements:

- Young women and men living in rural areas that have received the training in the program FITEL or secondary schools, technology centers and universities that handle basic computer programs and Internet use

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- Young proactive and openness to change and wishing to be Teletrainers living in rural areas would be evaluated previously by the demands of the required profiles for specific products and deliverables as required by the State and on the other hand, the psychological profile adequate to ensure successful performance and increasing the quality of life of the teleworker
- Instance within the State to promote the best conditions for rural youth for the labor market depending on market demands and potentials that could be the Ministry of Labor to which we must provide advice and guidance to incorporate teleworking within training modules for the labor market either to incorporate these youth to the State or private activities.
- This new approach to be sensitized by the state and private enterprise are under new management approach results, the human resource assessment, modernity and rapid communications, social responsibility, environmental stewardship, etc.

The state human resource demand permanently through various contractual arrangements to meet the various components of its social programs and projects through its decentralized area offices, so that you can:

- Create Pilot Telework arrangements more in line with some specific projects and programs in areas where conditions are technological, proper management of Internet services, etc.
- Programs and projects with coordination and monitoring systems under management by results, assessing their deliverables and measuring the degree of productivity of workers under the standards expected (previously analyzed and studied)

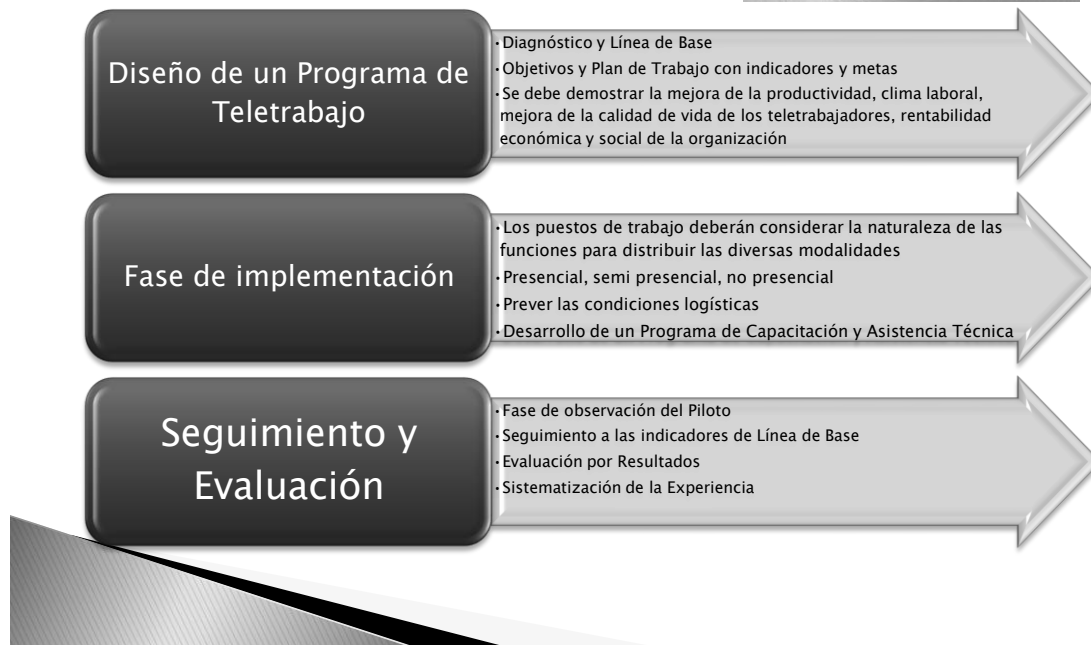
We believe that telecommuting has a great perspective on the development of new systems and models of implementation in Latin America, as an example of inclusion of disadvantaged sectors or sectorized social and labor market that focuses on employment generation in line with modernity, but above all quality, under a model of productivity and competitiveness, performance management, encouraging entrepreneurship and promoting technological innovation in the service of man.

Benefits of Telework in the Model of Social Inclusion

- Get the same employment rights as office workers.
- Not necessarily having to travel to the workplace but the employer to send the work to your house
- Working from home, adjusting the time and space to the needs, so that would not have barriers of any kind.
- Doors will open labor market, allowing access to paid work.
- Companies / State will be socially responsible by having teletrained
- Promote motivation and independence of individuals or groups traditionally excluded from society
- Be included in the collaborative work environment and new organizational culture.

Phases for implementation

Fases del modelo del Teletrabajo



Conclusions

- The youth teleworking approach is advantageous because the process of adaptation on technological training is higher than in adults, technical and professional training of young people is to focus on competitiveness and entrepreneurship, has a more independent spirit , organize their time better, is methodical, more responsive to working for results.
- As described above generates a great time to be promoting Telework in the various levels of government, whether by Sector / Programs or the various levels of government.
- From the Sectors, you can work with the various forms depending on the needs of Telecommuting, their levels of communication, interaction, technology systems, software, etc. To this regard, it must mature implementation results-based management, its restructuring as an institution that aims to modern and efficient management information systems and monitoring and management through software that allows visibility to the activities / targets / outputs and outcomes.
- Programs that have been transferred to local governments and regional major components, budget and therefore the results depend on products and executing those instances that require a device / system less bureaucratic, more modern, agile, efficient human resource, with leaders who assess staff for the number of hours worked in the institution but by the efficiency with which they meet outside the institutional space, this requires the design of the type of telework that can be applied for each case.

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□ Since modern processes that are taking place in rural areas with internet services, preparing young people with specific programs to better employment opportunities, children and youth with better opportunities for education, greater awareness to protecting the environment, business with social responsibility, growth of Medium and Small Enterprises, export growth, trade and services, promoting self-employment, promotion of specific incentives for companies generating high Andes, is looming in the medium term, a favorable scenario for teleworking in the private sector in rural areas.

Recommendations

As part of public policy should promote telemarket, this requires a state sponsor. To implement this policy is recommended:

- Analyze the socio employment of vulnerable and traditionally excluded groups
- Evaluate the possibility of including the various vulnerable groups from telecommuting alternatives, ie potential teleworkers
- To show the usefulness of the information technologies that best fit the skills.
- Provide technical and regulatory instruments for the promotion of teleworking
- To promote a system of incentives to promote telework and teletraining.
- Design a program for vulnerable groups teletraining.
- Develop a baseline and make observatories
- systematize and evaluate the experience
- To promote the commitment of public and private sectors to achieve adequate social inclusion is achieved by implementing telecommuting experiences
- A team specialized guide that allows me to achieve the combination of these five requirements

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* **Fabiola Caballero Sifuentes**, Peruvian economist with expertise in Business and Regional Development at the Universidad Nacional Mayor de San Marcos, with experience in social development programs, poverty reduction strategies and decentralization in the public sector. Professional experience in program design, process improvement, design management tools and sectoral plans, territorial, strategic planning, program design approach results under budget, with studies in Management of Social Policy, Evaluation of Results Programs, by the OEA and the BID, Coordinator of Gender Issues in the Road Cycle Management, Specialist Decentralization Program of the Ministry PROVIAS DECENTRALIZADO of Ministry Transport and Communications. TW Solutions founding partner, also in charge of the Management of Telework Solutions for Public Organizations, which specializes in creating design models and implementation in the State.