



Digital Government Strategies: Good Practices



Chile: ChileAtiende

The OECD Council adopted on 15 July 2014 the Recommendation on Digital Government Strategies. The Recommendation provides a set of 12 principles structured around 3 pillars. The OECD Secretariat is developing a Digital Government Policy Toolkit to support OECD member countries and non-member adhering countries with the implementation of the Recommendation. This practice was submitted by the government of Chile to be considered as a good practice in the implementation of one or more of the principles contained in the Recommendation.

Description of the practice:

Organisation: State Modernization and Digital Government Unit, Ministry General Secretariat of the Presidency

Name of the practice: ChileAtiende

Principles implemented: Principle 6 – Ensure coherent use of digital technologies across policy areas and levels of government

Principle 9 – Develop clear business cases to sustain the funding and focused implementation of digital technologies project

Principle 10 – Reinforce institutional capacities to manage and monitor projects' implementation

Principle 11 – Procure digital technologies based on assessment of existing assets

Description: ChileAtiende seeks to bring the State closer to its citizen, by providing a multichannel and multiservice network for the delivery of public services (one-stop-shop). The network includes the following channels:

- 206 offices geographically distributed to cover most of the population of the country: in which 91 benefits and services from 28 institutions are provided to the public.
- Digital Channel: involves a website that provides information on more than 2,500 benefits and services in simple citizen language, as well as Twitter and Facebook accounts for direct contact with citizens.



- Call Center: provides information and orientation on public services and benefits.
- ChileAtiende Vehicles: vans that reach remote and rural areas to provide public services.

The project was launched in January 2012. It was inspired by the compared experiences of Canada, Singapore and Australia, and designed by seizing an opportunity to reuse previously installed capacities. The offices and Call Center are owned by the *Instituto de Previsión Social* (“IPS”, Institute of Social Security), an entity with an expertise in delivering services to citizens. The website, in turn, is an evolution of ChileClic, a previous effort to concentrate information of public services in the web. A board was appointed to govern the project and manage approvals.

The main entities involved in the project are the UMyGD and IPS. Currently, the governance of the project is as follows:

- **Coordination Committee** integrated by authorities from 3 Ministries, the UMyGD and IPS, which is in charge of the strategic leadership of the project.
- **Executive Secretariat** dependent of the UMyGD and responsible of the coordination of the project.
- **Channels operator** responsibility assigned to the IPS.

For more information: www.chileatiende.cl

Results

Nº of services provided by channel:

Año	Presencial	Call	Web
2012	5.579.267	740.775	5.768.298
2013	6.625.863	1.290.715	14.265.077
2014	7.907.886	1.428.494	18.062.707
2015	3.452.799	834.540	12.747.517

Savings since January 2012 to march 2014:

Travels: 4.167.031

Time (Hours): 2.165.193

CLP MM: 10.600

90% of the users qualify the care received with note 6 or 7 (scale 1-7)

The project was evaluated during the second half of 2014 through an external consultancy. The methodology included fieldwork, interviews to key stakeholders, revision of secondary sources, and compilation of primary data.



The study detected strengths and weaknesses of the implementation process and signalled some improvement opportunities. The main recommendations were related to:

- Creating a formal institutional framework to assure the sustainability of the project;
- Improving the operational and management model, considering the involvement of key stakeholders in their design;
- Prioritizing the services to be provided through ChileAtiende and restructuring the offer matrix accordingly; and,
- Using technologies to improve the integration of service delivery to citizens.

Development

Design: From May to December 2011.

Processes: benchmarking, studies (such as user satisfaction and usability), training and change management for civil servants, institutional coordination and governance design.

Institutions involved: the UMyGD and IPS.

Testing: From September to December 2011.

Gradual implementation in terms of integration of institutions and services to the network, changes to the website, infrastructure improvements, among others.

Implementation: From January 2012 up to now.

Tools: A Management Committee held weekly meetings. A PMO was set up and a CRM developed. Continuous training was provided to staff. Additionally, the team profiles were reviewed in order to enrol adequate staff at IPS.

Resources: Approximate annual budget:

- 2012: CLP\$ 2,500 MM
- 2013: CLP\$ 5,600 MM
- 2014: CLP\$ 5,100 MM
- 2015: CLP\$ 4,200 MM

Staff: Both the UMyGD and IPS assigned staff to the project. Approximately 5 persons from the UMyGD are involved in coordination tasks, while approximately 1.500 civil servants from IPS work in the operational aspects.

Diffusion and scaling: Pending.

Partnerships: Public Sector Organisations



Partners: IPS and the public entities that offer their services through ChileAtiende.

Nature of the partnership: The IPS is the entity in charge of public social security benefits in Chile. Its involvement in ChileAtiende was based on its strong expertise and infrastructure for the delivery of services to citizens. IPS operates the delivery channels of ChileAtiende. This partnership has benefited the project by providing ChileAtiende with several delivery channels and a broad geographic and population coverage.

Regarding public entities offering their services through ChileAtiende, there are 28 agreements related with 91 services to the network. The involvement of these entities includes training civil servants, responding to complex cases and maintaining minimum service standards in their service delivery platforms.

Lessons learned

- The importance of reducing costs by reutilizing existing resources.
- The need for a strong leadership and the positioning of the project as a political priority to implement strategic and operational changes.
- The strategic gains from beginning the implementation phase at a small scale, showing tangible results early on and then improving the project gradually, once new investments are justified.
- The relevance of simplifying the integration of new services, by providing public entities with tools (such as a BPM or a CRM) to reduce access barriers.
- The value of involving stakeholders in the design and implementation of the project and applying change management mechanisms.

Conditions required: High hierarchical political support and empowerment for the leaders of the project, to facilitate institutional adherence and coordination.

Additional information: More information available at www.observatoriodigital.gob.cl