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Report No: ICR2759

IMPLEMENTATION COMPLETION AND RESULTS REPORT
(IBRD-72110 IBRD-78030)

ON

LOANS

IN THE AMOUNT OF US$10.71 MILLION

AND US$3.0 MILLION OF ADDITIONAL FINANCING

TO THE

REPUBLIC OF CHILE

FOR A

SOCIAL PROTECTION TECHNICAL ASSISTANCE LOAN

July 30, 2013

Human Development Sector Management Unit
Bolivia, Chile, Ecuador, Peru and Venezuela Country Management Unit
Latin American and the Caribbean Region

CURRENCY EQUIVALENTS

(Exchange Rate Effective June 6, 2013)

Currency Unit = Chilean Peso
1.00 = US$ [0.0020]
US$ 1.00 = [504.80]

FISCAL YEAR
January 1 – December 31

ABBREVIATIONS AND ACRONYMS

AF	Additional Financing
CAP	Circles of Analysis of Practices
CAS	Commissions for Social Assistance (*Comisiones de Asistencia Social*)
CASEN	National Socioeconomic Characterization Household Survey (*Caracterización Socioeconomica Nacional*)
CCT	Conditional Cash Transfers
CCC	Chile Grows with You (*Chile Crece Contigo – CCC*)
CONADI	National Corporation for Indigenous Development (*Corporación Nacional de Desarrollo Indígena*)
CS	Chile Solidarity (*Chile Solidario*)
FLACSO	Latin American Faculty of Social Sciences (*Facultad Latinoamericana de Ciencias Sociales*)
FONADIS	National Fund for Disabilities (*Fondo Nacional de la Discapacidad*)
FOSIS	Solidarity and Social Investment Fund (*Fondo de Solidaridad e Inversión Social*)
FPS	Social Protection Index (*Ficha de Protección Social*)
IEF	Ethical Family Income (*Ingreso Etico Familiar*)
INP	National Institute of Social Security (*Instituto Nacional de Previsión*)
IPDP	Indigenous Peoples Development Plan
IPP	Indigenous Peoples Plan
M&E	Monitoring and Evaluation
MIDEPLAN	Ministry of Planning (*Ministerio de Planificación*)
MIS	Management Information System
NGOs	Non-Governmental Organizations
PAD	Project Appraisal Document
PDO	Project Development Objectives
QAG	Quality Assurance Group
RIS	Registry of Social Information
RUN	National Identification Number (*Rol Unico Nacional*)
SERNAM	National Women's Service (*Servicio Nacional de la Mujer*)

SENAMA	National Service for the Eldery (*Servicio Nacional del Adulto Mayor*)
SERPLAC	Regional Secretaries of Planning (*Secretarías Regionales Ministeriales de Planificación y Coordinación*)
SIGEC	Management System for Agreements (*Sistema de Gestión de Convenios*)
SIIS	Integrated Social Information System (*Sistema Integrado de Información Social*)
TA	Technical Assistance
UIFs	Family Intervention Units (*Unidades de Intervención Familiar*)

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CHILE
SOCIAL PROTECTION TECHNICAL ASSISTANCE LOAN

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A. Basic Information			
Country:	Chile	Project Name:	Social Protection Technical Assistance
Project ID:	P082037	L/C/TF Number(s):	IBRD-72110,IBRD-78030
ICR Date:	08/06/2013	ICR Type:	Core ICR
Lending Instrument:	TAL	Borrower:	GOVERNMENT OF CHILE
Original Total Commitment:	USD 10.71M	Disbursed Amount:	USD 11.99M
Revised Amount:	USD 12.31M		
Environmental Category: C			
Implementing Agencies: Ministry of Social Development			
Cofinanciers and Other External Partners: N/A			

B. Key Dates				
Process	**Date**	**Process**	**Original Date**	**Revised / Actual Date(s)**
Concept Review:	02/26/2003	Effectiveness:	06/18/2004	06/18/2004
Appraisal:	10/20/2003	Restructuring(s):		
Approval:	12/18/2003	Mid-term Review:		
		Closing:	09/30/2007	01/31/2013

C. Ratings Summary	
C.1 Performance Rating by ICR	
Outcomes:	Satisfactory
Risk to Development Outcome:	Low or Negligible
Bank Performance:	Satisfactory
Borrower Performance:	Satisfactory

C.2 Detailed Ratings of Bank and Borrower Performance (by ICR)			
Bank	**Ratings**	**Borrower**	**Ratings**
Quality at Entry:	Satisfactory	Government:	Satisfactory
Quality of Supervision:	Satisfactory	Implementing Agency/Agencies:	Satisfactory
Overall Bank Performance:	Satisfactory	**Overall Borrower Performance:**	Satisfactory

C.3 Quality at Entry and Implementation Performance Indicators			
Implementation Performance	**Indicators**	**QAG Assessments (if any)**	**Rating**
Potential Problem Project at any time (Yes/No):	No	Quality at Entry (QEA):	Highly Satisfactory
Problem Project at any time (Yes/No):	No	Quality of Supervision (QSA):	None
DO rating before Closing/Inactive status:	Satisfactory		

D. Sector and Theme Codes		
	Original	**Actual**
Sector Code (as % of total Bank financing)		
Other social services	100	100
Theme Code (as % of total Bank financing)		
Administrative and civil service reform	14	14
Indigenous peoples	14	14
Other social development	29	29
Poverty strategy, analysis and monitoring	14	14
Social risk mitigation	29	29

E. Bank Staff		
Positions	**At ICR**	**At Approval**
Vice President:	Hasan A. Tuluy	David de Ferranti
Country Director:	Susan G. Goldmark	Axel van Trotsenburg
Sector Manager:	Mansoora Rashid	Christopher Chamberlin
Project Team Leader:	Theresa Jones	Theresa Jones
ICR Team Leader:	Theresa Jones	
ICR Primary Author:	Jorge C. Barrientos	
	Theresa Jones	

F. Results Framework Analysis

Project Development Objectives (from Project Appraisal Document)
The objectives of the Social Protection Technical Assistance Loan are to support the efforts of the Government of Chile to implement *Chile Solidario* and lay the foundation of a national system of social protection.

Revised Project Development Objectives (as approved by original approving authority)

(a) PDO Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	No. of families invited to participate in *Chile Solidario*			
Value quantitative or Qualitative)	91,539	225,000		648,014
Date achieved	12/31/2003	12/31/2003		12/31/2012
Comments (incl. % achievement)	Monitoring Indicator for the Social Protection Sector Adjustment Loan, associated with *Chile Solidario*. Included for reference only.			
Indicator 2 :	No. of families participating in *Chile Solidario*			
Value quantitative or Qualitative)	91,535	220,000		585,036
Date achieved	12/31/2003	12/31/2003		12/31/2012
Comments (incl. % achievement)	Monitoring Indicator for the Social Protection Sector Adjustment Loan, associated with *Chile Solidario*. Included for reference only.			
Indicator 3 :	No. of families receiving the *Bono de Proteccion Familiar*			
Value quantitative or Qualitative)	91,535	220,000		585,036
Date achieved	12/31/2003	12/31/2003		12/31/2012
Comments (incl. % achievement)	Monitoring Indicator for the Social Protection Sector Adjustment Loan, associated with *Chile Solidario*. Included for reference only. Data on spending included in Annex 2.			

(b) Intermediate Outcome Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1 :	No. of institutions (databases) agreeing to exchange information			
Value (quantitative or Qualitative)	0(0)			46(60)
Date achieved	12/31/2003			01/30/2013
Comments (incl. % achievement)	Includes 38 institutions with Registry of Social Information agreements currently in force as of 1/30/2013			

Indicator 2 :	No. of variables incorporated into information system			
Value (quantitative or Qualitative)	*Chile Solidario* participant demographic characteristics and status on 53 minimum conditions			*Chile Solidario* participant demographic characteristics, status on minimum conditions, data from social protection index for 80% of families in Chile, information associated with participation in programs from databases mentioned in Indicator 1.
Date achieved	12/31/2003			01/01/2013
Comments (incl. % achievement)				
Indicator 3 :	No. of institutions adhering to proposed standards			
Value (quantitative or Qualitative)	0			46
Date achieved	12/31/2003			01/01/2013
Comments (incl. % achievement)				
Indicator 4 :	% of Puente social workers trained			
Value (quantitative or Qualitative)	100%			100%
Date achieved	12/31/2003			12/31/2012
Comments (incl. % achievement)	All Puente social workers received some mandatory training. More information on types of training and system installed appears in Annex 2.			
Indicator 5 :	No. of programs included in *Chile Solidario* monitoring system			
Value (quantitative or Qualitative)	0			Since CS monitoring system is part of SIIS, programs of all institutions mentioned in Indicator 1. Many institutions have more than 1 program.
Date achieved	12/31/2003			12/31/2012

Comments (incl. % achievement)				
Indicator 6 :	No. of Program Evaluations			
Value (quantitative or Qualitative)	0	15		11
Date achieved	12/31/2003	12/31/2003		12/31/2007
Comments (incl. % achievement)	Seminars were organized to discuss findings of all program evaluations. Although number of evaluations fell short of target, discussions with programs through working groups covered numerous programs.			
Indicator 7 :	Carry out surveys necessary for impact evaluation			
Value (quantitative or Qualitative)	1	4		4
Date achieved	12/31/2003	12/31/2003		01/07/2007
Comments (incl. % achievement)				
Indicator 8 :	Creation of 4 supporting units in MIDEPLAN for technical work.			
Value (quantitative or Qualitative)	0	4		4
Date achieved	12/31/2003	12/31/2003		12/31/2004
Comments (incl. % achievement)	During 2006-2007, units were incorporated into operating structure of Executive Secretariat for *Chile Solidario*.			

G. Ratings of Project Performance in ISRs

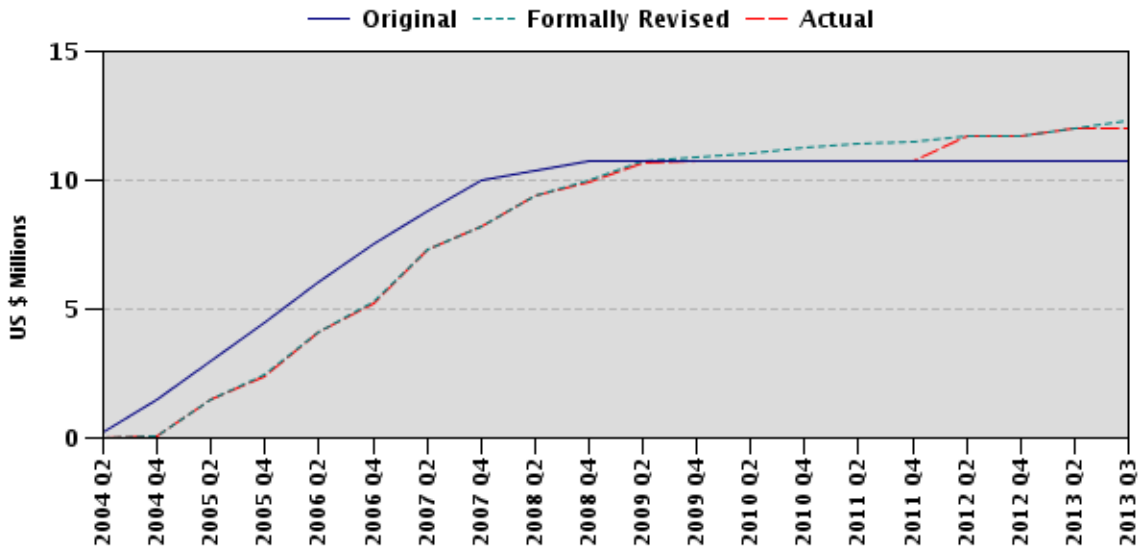
No.	Date ISR Archived	DO	IP	Actual Disbursements (USD millions)
1	05/26/2004	Satisfactory	Satisfactory	0.00
2	05/26/2004	Satisfactory	Satisfactory	0.00
3	12/13/2004	Satisfactory	Satisfactory	1.51
4	04/29/2005	Moderately Satisfactory	Moderately Satisfactory	1.85
5	12/22/2005	Moderately Satisfactory	Moderately Satisfactory	4.08
6	11/13/2006	Satisfactory	Satisfactory	6.70
7	05/18/2007	Satisfactory	Satisfactory	8.02
8	12/01/2007	Satisfactory	Satisfactory	9.08
9	05/20/2008	Satisfactory	Satisfactory	9.81
10	12/01/2008	Satisfactory	Satisfactory	10.60
11	06/30/2009	Satisfactory	Satisfactory	10.71
12	12/14/2009	Satisfactory	Satisfactory	10.71
13	06/28/2010	Satisfactory	Moderately Satisfactory	10.71
14	02/07/2011	Satisfactory	Moderately Satisfactory	10.71

15	08/10/2011	Satisfactory	Moderately Satisfactory	11.71
16	03/13/2012	Satisfactory	Satisfactory	11.71
17	10/15/2012	Satisfactory	Satisfactory	11.98

H. Restructuring (if any)

Not Applicable

I. Disbursement Profile



1. Project Context, Development Objectives and Design

1.1 Context at Appraisal

A. Country and sector issues

When the Social Protection Technical Assistance Project was appraised in 2003, Chile had experienced a slow-down in growth, but there were signals that the economy would begin to revive towards the end of the year with growth estimated at over 3 percent. The country continued to emphasize the importance of trade and direct investment to the growth and evolution of its economy. Chile had strong economic fundamentals: a credible monetary policy; rules-based fiscal policy; and a flexible exchange system, providing a strong foundation to support rates of growth above 4 percent in the medium-term.

The share of the Chilean population below the poverty line had fallen from 40 percent in 1987 to slightly under 16 percent by 2000. The share in extreme poverty had dropped from nearly 13 percent in 1987 to about 6 percent in 1996, where it had remained. The rapid decline in poverty was mainly associated with economic growth and an increase in targeted social spending. Nevertheless, the Government was concerned that although the share of the population below the poverty line had declined, the share in extreme poverty stagnated.

Analytical work suggested that an important determinant of persistent extreme poverty was exclusion from a variety of networks that provided access to public and private risk mitigation instruments. Indeed, the gaps in coverage of social protection programs tended to be most common among the poorest and in rural areas. Although Chile's social protection institutions were relatively strong and well run, several weaknesses in the social protection system were making it harder for the Government to address exclusion. These included: (i) the inefficient use of available information; (ii) weakness of the targeting instrument; (iii) gaps in monitoring and evaluation of social programs and policies; and (iv)coordination failures at both the national and subnational levels. In May 2002, the Lagos Administration announced the *Chile Solidario* (CS) initiative, a package of legislative and administrative reforms to Chile's poverty reduction and social protection policies. The objective was to bring Chile's 225 thousand poorest households out of indigence poverty.

B. Rationale for Bank assistance

The Bank had worked with Chile over a long period of time on analyzing trends in poverty and the effectiveness of the Government's poverty reduction strategy. In addition to poverty assessments, at the time of project preparation there had been a recent analysis of the social protection system (*Chile: Household Risk Management and Social*

Protection). The latter had informed the reforms that were being supported in this Project as well as the accompanying adjustment operation.[1] The Government requested the technical assistance loan from the Bank in order to ensure adequate financing and advice during the implementation of the policy reforms that were supported under the adjustment operation.

Chile Solidario

Although *Chile Solidario* shares the focus of the classic Conditional Cash Transfer (CCT) Programs in the Latin America on improving the welfare of poor families and the human capital development of children, it differed from them in several important ways.

First, it was more narrowly targeted because it was a tool of the government's social protection strategy oriented to address the needs of extremely poor families. **Second**, while CCTs generally concentrated on promoting the utilization of health and education services by children and, to a lesser degree, adults, *Chile Solidario's* approach was at the same time more personalized and focused on improving the integration and quality of a broader range of services to improve their effective use by extremely poor families. **Third**, in CCTs the monetary transfer is central and usually large enough to increase significantly the consumption of the beneficiary families. In *Chile Solidario* the transfer is relatively small and furthermore declines over time. **Finally**, in many CCTs families stay in the program as long as their children are attending school and in some cases even longer. The duration of participation in CS is limited to 5 years. In order to further clarify some of these differences, the components of CS are described in more detail below.

With the aim of linking families to the existing social network, the CS strategy was organized around 3 components:

1) **Psycho-social Support** is provided by a family coach who works with the family for 2 years using a methodology focused on the achievement of specific tasks using a specially designed methodology and instruments. This was implemented jointly by FOSIS and municipalities. Families sign an agreement to work with their assigned family coach. This is the only "conditionality". In order to support the families, a monetary transfer (*Bono de Protección*) is provided with a value declining in time. It is intended to finance the costs associated with the family's incorporation into the network of social services and benefits. This component is envisaged as serving as the "Bridge" or Puente between the system and the families.

2) Participating families are **guaranteed access to the existing monetary transfers** that the family qualifies for – family allowance, social pension and disability allowance, student retention subsidy, transfer to cover the costs of obtaining identification documentation, and the water subsidy.

3) Participating families were guaranteed **preferential access to services, transfers, and benefits available at the local level that were related to the 7 dimensions** (53 minimum conditions in the areas of identity, health, education, employment, income, housing, family dynamics). This access was facilitated with the orientation and assistance of the family coach.

Although CS initially targeted extremely poor families, the system expanded later to cover other vulnerable groups, with the required adaptations. These included the elderly living alone (*Vinculos*), the homeless (*Calle*), and children of prisoners (*Caminos*).

[1] Social Protection Sector Adjustment Loan (Ln. 7202-CH)

1.2 Original Project Development Objectives (PDO) and Key Indicators *(as approved)*

The development objectives of the Project were to support the efforts of the Government of Chile to implement the *Chile Solidario* program and to lay the foundation of a national system of social protection. The loan would support Government actions in four areas:

- Reforms to Chile's poverty reduction and social protection policies, to reduce poverty and exclusion by creating greater access to social protection and social services for the neediest households (*Chile Solidario*);
- Increase the efficiency and efficacy of social policy through improved targeting and better use of information by integrating, gathering and exchanging publicly and privately held data on households and relevant to social policy, into a national information system, as well as improvements to the country's primary targeting instrument, the *Ficha* CAS;
- Strengthening regular monitoring and impact evaluation of social programs and policies; and
- Increasing the sustainability of reforms to poverty reduction and social protection policies, through clear assignment of roles and division of responsibilities between central government, municipal authorities and civil society.

A set of key indicators for the technical assistance project were included in Annex 2 (Results Framework and Monitoring). In addition, the following monitoring indicators for the Social Protection Adjustment Loan (Ln. 7202-CH) associated with *Chile Solidario* were included for reference:

- Number of families invited to participate in *Chile Solidario*
- Number of families participating in *Chile Solidario*
- Number of families receiving the "*Bono de Protección Familiar*"
- Percentage of coverage of social programs and monetary transfers included in *Chile Solidario* among the neediest families.

1.3 Revised PDO (as approved by original approving authority) and Key Indicators, and reasons/justification

There were no revisions to the Project Development Objective or key indictors made during the course of the Project.

1.4 Main Beneficiaries

The primary target group for *Chile Solidario* was the estimated 225 thousand indigent households, a substantial share of whom would participate. Beneficiaries were expected to improve their standard of living, including, but not limited to level of income. If the project were successful, one would expect to see a decline in the share of households below the extreme poverty line, higher coverage of existing social protection policies and programs among the extreme poor, and some re-design of interventions to better address

the needs of this group. Other groups besides the extremely poor or those participating in *Chile Solidario* were expected to benefit from improvements in social protection policies because some reforms would affect a broader segment of the population.

1.5 Original Components

Component 1: National Information System for Social Protection. The design and implementation of a national information system for social protection was aimed at addressing limitations of the lack of communication, articulation and dialogue among systems of information managed by different agencies. The basic approach was to use a holistic design for the gathering, handling, and management of data related to the social and economic characteristics of individuals. In the first phase, the design included coverage of all families participating *in Chile Solidario*. It would then expand to include families participating in all social programs, and finally, cover the total population. The aim was to take advantage of modern technologies in the area of hardware, software and communications to promote the interchange of information on the civil, social, and socioeconomic attributes of the current population and potential beneficiaries of social programs in Chile. The project financed consulting services necessary for the design of the system and the development of the procedures, standards, and rules governing its operation; software applications; computing equipment and data storage/processing services, and staff training.

Component 2: Training. There were two training sub-components. The first one covered training of MIDEPLAN and other government officials, at both the central and local levels. The sub-component included activities to help MIDEPLAN progress in the design of a system of social protection, based on the initial experience with *Chile Solidario*, supported the implementation of the national information system for social protection, and trained staff in the supervision and evaluation of a system of social protection. The second sub-component strengthened the capacity of the social workers and others who work with the families of *Chile Solidario*. Based on the initial experience implementing CS as well as consultations with both social workers and supervisory staff, a "community of learning" approach was introduced to enhance the cross fertilization of experience among staff.

This required a combination of different mechanisms for training and the formalization of knowledge and experience. Learning activities included: (i) structured small group discussions among practitioners on specific themes; (ii) a program of short-term exchanges between different municipalities or regions and contacts with technical experts; and (iii) formal training through courses, seminars, and conferences. All of these activities, as well as a virtual library, were supported through the design and implementation of an appropriate technological platform that operated through a special website. The project financed the design of curricula, the organization of courses, associated travel and materials costs, staff exchanges, national and international technical advice, seminars to discuss issues and problems arising in the course of implementation of *Chile Solidario*, and supporting technological platforms.

Component 3: System for Analysis, Evaluation, and Monitoring of Social Programs and Policies. The goal of this component was to strengthen capacity within the public sector to measure the impact of *Chile Solidario* and its associated programs. The project financed: (a) the design of an integrated system to monitor the management, processes and partial results *of Chile Solidario*; (b) the evaluation of the impact of selected aspects of *Chile Solidario* in addressing the needs of its beneficiaries; and (c) the carrying out of an impact evaluation of *Chile Solidario* in its entirety. Also included was the design and implementation of a pilot project of citizen accountability.

Component 4: Institutional Strengthening of MIDEPLAN. In order for MIDEPLAN to carry out its designated role to coordinate the implementation of the new set of policies, a program of institutional modernization and strengthening for the ministry was required. This process aimed at strengthening MIDEPLAN's role as the coordinator of social protection policy and programs in Chile. Additionally, several studies relating to issues linked to indigenous families were planned. In addition to consultancy services, the project financed office equipment for the Project Implementation Unit, as well as the refurbishment of office space.

1.6 Revised Components

The Project's components were not revised during implementation. However, with the Additional Financing, activities were incorporated to cover the extension of the social protection system to cover young children through *Chile Crece Contigo (Sistema de Protección Integral a la Infancia)* – Integrated System of Protection for Young Children or CCC).

1.7 Other significant changes

In May 2008 the Government of Chile requested additional financing for the Project. Additional resources were required for activities related to *Chile Solidario* as well as for the extension of the social protection system to cover young children through the *Chile Crece Contigo* initiative.[2] In fact, without the experience attained in the implementation of CS, particularly the strengthening of coordination arrangements, it would have been difficult to launch CCC. Additional financing was the best available mechanism to maximize development impact and results for the technical support to the scale-up of the social protection system in Chile. The activities proposed to be financed included evaluations for *Chile Crece Contigo*, training of staff to implement *Chile Crece Contigo*, the development of supporting materials and training to carry out recent modifications in the methodology for *Chile Solidario*, and analytical and process studies and were a natural continuation of what had been supported under the original Project. The Board approved the Additional Financing Loan on October 29, 2009; it was signed on January 7, 2010; and became effective on September 3, 2010.

[2] CCC covers all children whose mothers receive prenatal care at public health facilities and/or who take their infants to the public health services for check-ups, an estimated 80 percent of children in Chile.

In December 2012, at the Government's request, the Bank cancelled US$1.4 million from the Additional Financing. The main reason was the substantial delays which occurred at the beginning of implementation of the activities due to a combination of factors. These included the relative inexperience (with either public budget or Bank procedures) of the new team at MIDEPLAN who arrived after the new administrative assumed power in March 2010, the pressures they were under to respond to the reconstruction needs after the February 10 earthquake and the fact that any further extension of the closing date was impossible owing to the very short amortization schedule the Government had chosen for the AF loan.

2. Key Factors Affecting Implementation and Outcomes

2.1 Project Preparation, Design and Quality at Entry

Project preparation and design were based on the Bank's broad knowledge of the Chilean poverty situation and the Government's policies and programs to address it. The Bank had argued in its 2001 Poverty Report that given the persistent rates of extreme poverty the Government should take a more proactive stance in its poverty reduction and social protection policies. Both the Poverty and the Household Risk Management and Social Protection Reports had indicated that despite remarkable gains in eradicating poverty, a new set of policies and interventions – buttressed with technical assistance to improve the use of information, including program monitoring and evaluation, and to strengthen institutional capacity – were required to reach Chile's poorest groups and increase the effectiveness of poverty reduction and social protection policies. This analytical work provided a solid base to assess the Government's *Chile Solidario* initiative and structure achievable development objectives consistent with the country's needs and ability to implement policy reforms and establish the associated practices and instruments. The rationale for the Bank's intervention was strong.

The development objectives are considered appropriate. They were realistic and responsive to the Government's priorities. The Project Development Objectives effectively combined a focus on supporting the implementation of a specific initiative (*Chile Solidario*) and the more ambitious goal of laying the foundations of a national system of social protection. This mirrored the view of Government authorities who believed that by maintaining the strict link between *Chile Solidario* and social protection reforms, wider changes in the social protection system would eventually take place in a way that was more politically possible and sustainable. The Government commitment to strengthen social protection was maintained throughout the project although reflected differently depending on political administrations.

Each of the 4 components was relevant to the achievement of the Project Development Objectives. The project design aimed to use support for the implementation of *Chile Solidario* to lay the base for activities which would contribute more broadly to the strengthening of the social protection system and this in practice was achieved (see last section in Annex 2 for more detail). The components supported the main elements

needed to move toward a more integrated social protection system: a base of integrated social information, including an effective targeting mechanism; a monitoring and evaluation system; and the necessary training and strengthening of institutional capacity. Although the components (and the reforms behind them) were demanding, project design is not considered overly complex.

The initial assessment in the PAD that risks were minimal was confirmed, although some predicted difficulties did materialize (challenges in closing the employment gap for the extreme poor and promoting greater participation of civil society). Two risks identified did not materialize. Pending legislation on *Chile Solidario* was passed and enacted on a timely basis and the targeting performance of *Chile Solidario* was good.

The Quality Assurance Group (QAG) rated quality at entry as Highly Satisfactory.

2.2 Implementation

Project implementation was generally satisfactory. Not surprisingly, given the duration of the project, there were several changes in key counterparts and in the institutional arrangements for project activities within first the Ministry of Planning and Cooperation an later in the re-named Ministry of Social Development. An important factor explaining these changes was the development of the social protection system itself and the priorities of different administrations. Initially, there were some difficulties because of a lack of sufficient cooperation between the Social Division of MIDEPLAN and both the Executive Secretariat of *Chile Solidario* and the Solidarity and Social Investment Fund (FOSIS), the latter responsible for Puente, the family counseling component of CS. These tensions were sorted out over time as the system was consolidated. The project design was sufficiently flexible to accommodate these developments.

A factor that positively affected implementation of *Chile Solidario*, in particular Component 1 was the approval of the *Chile Solidario* Law (Law 19.949) and the norms issued for regulating its implementation including the interaction among the involved ministries and agencies. The law specifically established the creation of a "national registry of social data." A key aspect introduced by the norms was the establishment of mechanisms to regulate the access to and privacy of personal data contained in the data bases incorporated into the information system.

A factor outside of government control which delayed implementation of the activities under the Additional Financing was the February 2010 earthquake. MIDEPLAN was given an important role in organizing some reconstruction activities which occupied their full attention for several months during the first half of 2010. In addition, at the early stages of implementation of the AF, the government counterparts were somewhat unfamiliar with both government and Bank procedures.

2.3 Monitoring and Evaluation (M&E) Design, Implementation and Utilization

The assessment covers 3 different aspects of M&E: the Integrated Social Information System (SIIS) which was supported in Component 1 of the Project; the impact evaluation for *Chile Solidario*, as well as the tracking of the specific indicators for the Project.

Design. The Project through Component 1 supported the development of an integral M&E system for the social protection system. The conceptual design of an M&E system for social protection had a broad scope for an integrated system that would enable the availability of common information for the use and management of the inter-institutional network of ministries and agencies. The key design feature was that the integrated information system, in the long term, would become a management and operational tool for all social protection services provided by the public sector. The system would include a common registry and an integrated set of data bases of institutions in the social protection network. Additionally, a key component of the integrated M&E system was the design and implementation of a management information system (MIS) for *Chile Solidario* to enable its administration, the monitoring of its operations family-by-family, and providing information for evaluating processes and results. At a later stage, other programs also managed by MIDEPLAN were added to the *Chile Solidario* M&E system. One key design feature was the adoption of a modular approach which enabled a rapid expansion of the system when new programs were added. The *Chile Crece Contigo* program was incorporated, as well as other programs including support for homeless people, seniors and other vulnerable groups. Basic design features included a user-friendly approach, controlled hierarchical access, daily backup and recovery procedures, and a web based platform.

The Bank and the Government agreed on the design of the impact evaluation for *Chile Solidario* during project preparation. As described in the PAD, final and intermediate objectives were clearly identified. Several options were identified to select the control group, taking advantage of design features and implementation arrangements for CS including its targeting methodology and planned phased roll-out. The design took into account already available data or planned surveys, particularly the main household survey in Chile (CASEN).

For the specific project activities, adequate indicators were identified. However, in retrospect, some indicators for some components could have been more sophisticated with more of a focus on progress towards installation of a system. For example, the indicator of number of family coaches trained is very basic and should have focused instead on measurements related to the achievement of competencies (certifications, for example). Instead of tracking only the number of program evaluations, there should have been indicators on the number of programs which agreed on preferential access. Some of this data is presented in Annex 2. Also problematic were indicators presented as ratios for which the definition of the denominator might evolve over time, particularly for Component 1. In the case of training, some indicators proved impossible to track given the quantity and variety of training courses. The results framework recognized that most of the results of *Chile Solidario* (for example, number of participants and payment of the

transfer) were not directly attributable to the technical assistance project. However, several indicators for CS were included for reference because they were monitoring indicators for the complementary Social Protection Sector Adjustment Project and were important for the project context.

Implementation. Implementation of the SIIS, including the MIS for *Chile Solidario* and other programs which were added to the system after 2007, was successful and is described in more detail in Annex 2. There were particular efforts made to ensure and improve data quality. Three surveys were carried out for the impact evaluation. In spite of the problems mentioned under design, MIDEPLAN adequately tracked the activities of the technical assistance project.

Utilization. Earlier, the Government of Chile had taken the approach of evaluating social programs in the context of a budgetary system based on results. The M&E system, supported by the TA project, introduced the notion that social programs should start to keep records of their actions and basic data about their beneficiaries. This led to the establishment of a single national registry of beneficiaries of social programs enabling a more rational system for targeting resources to eligible beneficiaries minimizing the fraud and duplication of efforts. Ministries and agencies started to use information contained in the national registry to justify their budgetary request and to facilitate auditing of the use of public resources. This process enabled the establishment of a network of institutions participating in the program with specific programmatic supply of services, sharing annual goals through formal inter-institutional agreements, using a single targeting instrument.

The information from the MIS for *Chile Solidario* was used intensively to monitor performance of municipalities and family coaches, and most importantly the progress of the participating families in the social protection system. The family level specific data on the latest status on the achievement of the minimum conditions guided the work on arrangements for preferential access and identified key bottlenecks. Data was used to make decisions on the level of municipal autonomy in implementing the program as well as to evaluate family coaches.

The results of the impact evaluations were extensively discussed in Chile, including the work authored by Bank staff and research by others using the same data sets. The information on the indicators for project activities was used in work planning and to make decisions on reallocations of spending.

2.4 Safeguard and Fiduciary Compliance

Safeguards. The project triggered the safeguard policy on Indigenous Peoples and an Indigenous Peoples Plan was the basis for consultations during project preparation, and was disclosed. The application of the safeguards policy promoted more attention to the indigenous population than had been the case up to then in *Chile Solidario*. Some interventions such as support for self-employment among indigenous participants

probably would not have happened otherwise. The IPDP for the original project was completed, with some redefinition of particular studies during project implementation. The work benefited from good technical supervision, close coordination with the Sub-secretary of MIDEPLAN responsible for government policy on indigenous groups and with CONADI (National Corporation for Indigenous Development) and inputs from experts in the area. The main activities included the incorporation of questions in the household survey and in the targeting instrument to identify indigenous families and indigenous beneficiaries of *Chile Solidario*, training for social workers and supervisors on theory and methodologies related to the indigenous population, and a comprehensive study of the ethnic pertinence of *Chile Solidario*. The principal results of the latter were that indigenous families *in Chile Solidario* valued the intervention strategy, that although in general the 53 minimum conditions were valid for indigenous families, some modifications were necessary, and that the intervention strategy needed some adaption in localities with a high concentration of indigenous. The Program followed up on these recommendations, including by adjusting some minimum conditions and adapting the material for the family counseling to the values and beliefs of the indigenous communities.

The social assessment done during preparation of the Additional Financing found that the results of *Chile Solidario* for indigenous participants had been encouraging. Slightly over 10 percent of the families contacted for CS were indigenous. The rate of non-participation for the indigenous was about a third less than the average for *Chile Solidario*. The share of families who exited the program successfully completing all of the minimum conditions exceeded slightly the program average, as did their ability to maintain the conditions. Poverty data showed a sharp drop in the gap between poverty rates in the indigenous and non-indigenous population between 2003 and 2006 (from a gap of 11.3 to one of 5.7 points).

The Government also had taken a series of actions to ensure that the indigenous peoples received social and economic benefits that were culturally appropriate from *Chile Crece Contigo*, including in response to consultations which had taken place. In order to ensure that the design and implementation of *Chile Crece Contigo* was culturally appropriate, several analyses had been undertaken and specific materials prepared. The experience with implementation of the IPDP under the original project meant that specific activities related to indigenous populations occurred early on in the development of CCC. These included studies on cultural practices on child rearing, manuals for health workers, and the preparation of special education materials to work with families. Given the measures already taken, there were only three additional actions envisaged under the IPP during implementation of the AF. Most progress was made in the preparation of specially designed educational and other materials for families, service providers, and children in indigenous communities (*Mapuche* and *Rapa Nui*) to support implementation of *Chile Crece Contigo*. In all materials to support early childhood development were prepared in 5 indigenous languages. In line with the policy of cultural integration, the Government distributed these materials to all children, not only the indigenous. Cooperation with CONADI continued to be satisfactory with a focus on supporting self-employment initiatives among indigenous participants in *Chile Solidario*.

On fiduciary issues, there were minor weaknesses, particularly in the area of procurement, which caused the ratings to vary between satisfactory and moderately satisfactory. This was mainly due to the lack of in –depth experience on World Bank procedures and in general a lack of pro-activity on the part of the staff responsible for project administration. In addition, at the beginning of the original Project and during the AF, there were several changes in staffing. Project management strengthened notably at the end of AF implementation.

2.5 Post-completion Operation/Next Phase

The social protection system in Chile continued to evolve during the implementation of the AF with the creation of the Security and Opportunities Subsystem known as the Ethical Family Income (*Ingreso Etico Familiar-EIF*). IEF began to be implemented in 2013 and some design aspects are still being fine-tuned. In several ways, the EIF builds on the experience of *Chile Solidario* and maintains with some adaptations some of its key features such as the focus on the extreme poor, use of the social protection index for targeting and family coaching. Municipal family intervention units will continue to play a major role in implementing the program. Reflecting the challenge of the employment dimension of CS and in line with the practices of OECD countries, the IEF includes more focus on employment and payments to families linked to achievements in the area of education and employment. In fact, the initial design of *Chile Solidario* had included a fourth component on employment, but this had not been developed by MIDEPLAN.

One of the first initiatives of the Pinera administration was to convert MIDEPLAN into the Ministry of Social Development. Under the new institutional structure it continues to have a lead role in the monitoring, design and implementation of social policy. The information system created under the TA project is now well established and consolidated in all participating ministries and agencies. The newly created Ministry of Social Development has incorporated its management under the new institutional structure supported by the mandate established in the *Chile Solidario* law. One key difference, however, is that the focus of the new Ministry has shifted more to execution of policies instead of coordination, the focus under *Chile Solidario* and *Chile Crece Contigo*. No follow-up operation is currently planned, but the Bank continues to work with the Ministry of Social Development in the context of the Communities of Learning on Conditional Cash Transfers and Labor.

3. Assessment of Outcomes

3.1 Relevance of Objectives, Design and Implementation

The Project's objectives, design and implementation were highly relevant and remain consistent with Chile's development priorities and with current Bank country and sector assistance strategies. The Government continues to have a focus on the goal of reducing extreme poverty and designing programs to reach that end. With revisions (including some supported by the Project), key instruments supported under the loan such as the SIIS, Registry of Social Information (RIS) and the targeting instrument (*Ficha de*

protección social) continue to be important in the implementation of social policy. The project was responsive to evolving needs originating in the changes in the institutional framework for management of the social protection system, extension of the system, and the specific priorities of different government administrations.

3.2 Achievement of Project Development Objectives

The objective of the Project to support the efforts of the Government of Chile to implement *Chile Solidario* and lay the foundation for a national system of social protection was met to a large extent. Performance as measured by most of the indicators for the specific technical assistance activities was satisfactory, even after considering the shortcomings mentioned earlier in the design of some indicators. Moreover, the Government made substantial progress in implementing *Chile Solidario* and in strengthening the social protection system. A detailed assessment of the systems approach appears at the end of Annex 2 and is quite positive. Several technical assistance activities were critical to that achievement, particularly the installation of the Integrated System for Social Information (SIIS), the training of family coaches and the undertaking of several studies related to improvements on the supply side, to mention the most important ones. In addition, the Project contributed to the sustainability of reforms to poverty reduction and social protection policies through the strengthening of the role and responsibilities of the municipalities. Details by component are in Annex 2.

3.3 Efficiency

Since this is a technical assistance project, the classic efficiency calculations are not applicable. Efficiency gains that were expected included: reduction of targeting errors, better integration and use of information on households which would enable cases of fraud, misallocations, and overlapping of duplicating benefit payments to be identified and eliminated. Targeting performance was excellent and is covered in 3.5(a) below. The implementation of the SIIS and improved coordination are expected to have resulted in efficiency gains. However, these have not been quantified.

The results from the impact evaluations of *Chile Solidario* show positive impacts on both the final and intermediate objectives identified in the PAD and show interesting changes as longer periods of time were covered, thereby highlighting the effects of the coordination of services and improvements in the quality of programs. The first evaluation which covered 2003-2004, can be considered a measure of the *short-term* impacts of participation in *Chile Solidario*, as none of the families had completed their time in the program. These results were primarily related with the take-up of particular programs and were strongly influenced by the performance of the family coaches and the minimum conditions, as the results of the coordination with the social programs were still nascent. In the short-term, the main results for participant families were the following:

- Significant increase in the take up of monetary transfers and social programs for housing and employment[3]
- Improved education and health outcomes
    - Higher preschool enrollment (4-6 percentage points), school enrollment for 6-15 year olds (7-9 percent), adult literacy (4 percent higher take-up of adult literacy programs in urban areas and 5 percentage points higher in rural areas)
    - Households in urban areas were more likely to have taken up complementary programs providing school materials, meals, and dental care
    - Increased enrollment in public health system (2-3 percent in urban areas and 3 percent in rural areas), increased preventive health visits for children under 6 by 4-6 percentage points in rural areas and for women by 6-7 percent)
- Suggestive evidence of the key role that the psycho-social support had in enabling these changes by increasing awareness of social services in the community as well as households 'orientation towards the future
- Evidence that on average *Chile Solidario* participants have increased their awareness of social services in the community and are more likely to be more optimistic about their future socio-economic situation
- No significant effects on household income per capita

The results of the evaluation which covered the period 2003-2006 show the *medium-term* results of the program. Importantly, these results indicate positive effects on employment and income for some groups of families. The biggest impact on employment and income was registered among spouses of heads of household, particularly in rural areas.
This evaluation continued to show evidence of increased take-up of monetary transfers. Of particular interest were the results for the family allowance, which in spite of a substantial increase in its coverage during the time covered by the evaluation, continued to show not only significant positive take-up by *Chile Solidario* participants, but also by families living in those same neighborhoods. Participation in *Chile Solidario* also raised enrollment in housing and employment programs, among other services. Overall, people who participated in *Chile Solidario* showed gains in living standards, including more stable housing and, for some groups of participants, more stable work and higher income.

Results from the longer-term evaluation[4] which is able to incorporate analysis on the influence of the supply-side changes (better coordination and quality) which is forthcoming show important variations in impact from participation in *Chile Solidario*:

[3] This finding relates to the indicator on coverage of social programs and monetary transfers among the neediest families.

[4] Forthcoming from Carneiro, Galasso, and Ginja

- Related to the large increase in the take-up of monetary transfers across the board, the impact is largely driven by those who did have the transfers before entering the program, in other words, those who were socially excluded from the social protection system.
- The lack of overall impact on employment and income in the long-term masks very important heterogeneity depending on initial conditions (conditions met before the program) and across socio-demographic groups (age of head), but most importantly across cohorts.
- Results show that the long-term impact on employment and housing is large for the cohorts who were exposed to the response of the supply side.

The latter result has potentially interesting policy implications on the design of social protection systems in terms of sequencing and integration of demand and supply side interventions.

3.4 Justification of Overall Outcome Rating

Rating: **Satisfactory**

The rating of satisfactory takes into account the high relevance of the objectives, design and implementation of *Chile Solidario* as well as its role in laying the foundation for a national system of social protection, the successful carrying out of most activities of the technical assistance project and their demonstrated link with the outcomes on the project development objectives. Moreover, as explained in the section above, findings from the impact evaluation show positive results on CS participants.

3.5 Overarching Themes, Other Outcomes and Impacts

(a) Poverty Impacts, Gender Aspects, and Social Development

Data collected for the impact evaluations indicates that the targeting performance of *Chile Solidario* was good. Targeting performance was particularly good for the extremely poor. By 2006, the coverage of the program had reached 6 percent of the overall population, but was 20 percent in each of the bottom three ventiles of income distribution:[5] Targeting of the extreme poor is likely to have improved after then with the substitution of a national eligibility cut-off score instead of municipal specific ones. Participation in the program had significant results in poverty reduction in rural areas, which increased over time. Taking into account poverty dynamics – the movement in and out of poverty – the impact evaluation suggests that at least in rural areas, *Chile Solidario* addressed structural poverty, while also reducing the risks of falling into poverty for female-headed households.

[5] "*El Impacto de Proveer Apoyo Psico-Social a Familias en Extrema Pobreza y Aumentar su Accesso a Servicios Sociales: Evaluando Chile Solidario" by Pedro Carneiro, Emanuela Galasso, and Rita Ginja*

(b) Institutional Change/Strengthening

The *Chile Solidario* initiative, announced in May 2002 by the Lagos administration, was a package of legislative and administrative reforms to Chile's poverty reduction and social protection policies focused on bringing Chile's 225 thousand neediest households out of indigent poverty. Essentially, one of the aims of *Chile Solidario* was to implement a new model of management of public institutions. In particular, there was a need for better coordination of efforts in order to reflect the multi-dimensionality of poverty and the integration of aspects of both assistance and promotion. Integration was reflected at different levels. At the central level, the Ministry of Finance (Budget Department), MIDEPLAN and FOSIS were involved. In fact, one of the motivations of giving MIDEPLAN a central role in the coordination of *Chile Solidario* and eventually the social protection system, was to strengthen the Ministry Implementation of CS had an impact on many other public institutions working in the area of social protection for the extreme poor. For those who traditionally worked with this group, it facilitated improvements in targeting and coverage of the extreme poor through the coordination because the CS families were given priority. Early on Chile Solidairo had a significant impact on the Ministries of Health and Education, the agency in charge of child care centers *(Junta Nacional de Jardines Infantiles*), the agency in charge of remedial support and scholarships in schools (*Junta Nacional de Auxilio Escolar y Becas*), the Ministry of Housing, and the municipalities. The impact on FOSIS was also great because previously it had not been working primarily with the extreme por. For other programs such as the ones related to employment and more generally activities of the Ministry of Labor, it facilitated the inclusion of these families who had not been attended before.

More specifically, the design and implementation of the system of social protection *Chile Solidario* promoted institutional changes and strengthening in a variety of areas:

- **Multi-dimensional nature of poverty**: CS embodied the idea of a "*ventanilla única*" or one-stop shop" which extended a bridge (*Puente*) between the family and their rights. Its explicit ambition was to move away from sectoral to more integrated policies. The one stop shop was *Chile Solidario* and the instrument was the family coach.
- **Family Coach**: This was an innovative design element and they played an important role as coordinators, integrators, while at the same time reflecting the "promotional" aspects of CS. The coach worked on 2 levels – with the family and also with the network of social programs.
- **Move away from demand-driven approach**. The diagnostic of CS was that families often did not have the minimum instruments necessary (information, resources to get around, etc.) to demand the services they needed and for which they were eligible. This was the motivation for the idea of preferential access. It reflects the premise that the logic of social protection requires that the system develops its capacity to respond in an adequate fashion. In practical terms, this translated into a focus on ensuring the correct functioning of the supply side. The role of the transfer was to provide resources for the families to interact with the network and thus was

much smaller than the monetary transfers in the classic CCT programs such as *Oportunidades* in Mexico or *Familias en Acción* in Colombia.

- **Focus on family instead of individual.** Part of the dispersion of social programs was explained by a focus on individuals with the disadvantage of ignoring a key asset.
- **Incorporation of rights focus into the design of social policies**. The minimum conditions reflected the establishment of minimum standards that the State should guarantee to all of their citizens. They explicitly recognized fiscal constraints and thus reflected an ethical approach balanced by financial considerations. CS recognized that the idea of rights had to be internalized within the services and government levels in both their day-to-day decisions and overall policy. In order to be a true right, both the precise definition and accountability for their provision to individuals was required.
- **Integrated Social Information System**: CS innovated in the design and implementation of information systems in several dimensions. The SIIS is one of the pillars of the social protection strategy. It provides information on the social transfers and services provided by the State. By facilitating coordination increases the efficiency in the delivery of those services among the agencies providing the services and the institutions managing the social protection system even though they are in different sectors and different levels of government.
- **Organization and strengthening of a municipal network of local intervention**. CS is characterized by the gradual strengthening of the role of the municipality and provision of more autonomy and responsibility for the implementation of the social protection system. This included the transfer of a higher share of monetary resources and of the portion of centrally-hired family coaches to municipalities, as well as investments in training and equipment to enable them to monitor and manage programs at the local level.

(c) Other Unintended Outcomes and Impacts (positive or negative)

Not applicable.

3.6 Summary of Findings of Beneficiary Survey and/or Stakeholder Workshops

Not applicable.

4. Assessment of Risk to Development Outcome

Rating: **Low to Negligible**

The rating of low to negligible is based on the fact that the legal and regulatory framework for the intersectoral social protection system in Chile has been maintained through 3 administrations with extensions of the system implemented through additional subsystems (CCC and IEF) meeting the criteria set out in the original law. For details see discussion of legal framework in Annex 2. The objective of the government remains the reduction of extreme poverty. Moreover, the central instruments within the architecture

of the social protection system – for example, the Social Protection Index (FPS) and the Integrated Social Information System (SIIS) continue to be maintained and used. The law creating the Ministry of Social Development confirmed the right of the Ministry to request information from other agencies in order to carry out its functions and the agencies are obligated to provide that information in a timely fashion (see Box on Legal Framework in Annex 2). The institutions (MIDEPLAN/MDS, FOSIS, and the municipalities) benefiting from the Project remain closely involved in current social protection initiatives.

5. Assessment of Bank and Borrower Performance

5.1 Bank Performance
(a) Bank Performance in Ensuring Quality at Entry

Rating: **Satisfactory**

Bank performance in preparing the original operation was **highly satisfactory** for the following reasons. The technical assistance project supported an initiative to strengthen the social protection system for the extreme poor which was an important policy initiative of the Chilean government and in fact complemented the Social Protection Sector Adjustment Loan. Technical aspects were strong since the assistance provided by the Bank team during preparation and appraisal built on the comprehensive sector work that had been carried out. The availability of the Household Risk Management and Social Protection Report provided a sound basis to work with the team in MIDEPLAN to design the project including key elements to strengthen the social protection system – improving access to social protection and wider social services, measures to improve targeting and the use of information, and strengthening the monitoring and impact evaluation of social programs. Project design was also informed by analysis on poverty trends for which the aforementioned report updated an earlier study done by the Bank. During project preparation the Bank team consulted with a diverse set of municipalities, as well as civil society organizations and think tanks, the findings of which were fed into the social assessment. The original project triggered the indigenous peoples safeguard policy and the Government prepared and disclosed an Indigenous Peoples Development Plan. Reflecting the high capacity of the country, the procurement and financial administration functions of the project were integrated within MIDEPLAN. The Bank also provided strong technical support for the evaluation arrangements for the *Chile Solidario* program. A minor weakness was the definition of the indicators chosen for the results framework, which could have been better chosen to measure the advances in the social protection system and had other shortcomings.

The Quality Assurance Group (QAG) rated the quality at entry of this project as Highly Satisfactory. QAG rated 4 dimensions (strategic relevance and approach; technical, financial and economic aspects; policy and institutional aspects; and Bank inputs and processes as highly satisfactory and none less than satisfactory.

Bank performance in preparing the Additional Financing was **satisfactory** for the following reasons. Additional resources were needed to implement additional activities to scale up the project's impact and development effectiveness. The additional activities were related to *Chile Solidario* as well as to the extension of the system of social protection to cover young children through the *Chile Crece Contigo* initiative. They were a natural continuation of what had been supported under the original project and the additional financing needs were relatively modest. Additional financing was more cost-effective for the borrower compared to a repeater or other new project. The Additional Financing triggered OP 4.10 on indigenous peoples safeguards. A social assessment was prepared and a new Indigenous Peoples Plan was prepared and disclosed. Based on the satisfactory performance under the original project, project implementation, financial management and procurement arrangements remained the same. There was one shortcoming in quality at entry which was the delay in finalizing the Additional Financing. A year lapsed between approval of the Concept Memorandum and negotiations. This delay adversely affected subsequent implementation of the AF and made necessary a series of extensions to the closing date of the original project in order to avoid a gap between the two loans.

(b) Quality of Supervision

Rating: **Satisfactory**

Bank performance is rated *satisfactory* for the following reasons. The Bank team focused on development impact by following closely developments in *Chile Solidario*, its extension to other vulnerable groups, and incorporation of the system for young children, *Chile Crece Contigo*, as well as the impact evaluation. Project supervision was complemented by a wide range of activities in the context of the CCT Community of Practice facilitated by the Bank of which Chile is a founding member. Fiduciary staff visited regularly and there was adequate follow-up of the safeguards policy related to indigenous peoples, including the preparation of a status report during preparation of the AF. At the request of MIDEPLAN, the Bank included specific expertise in supervision missions, both Bank staff as well as consultants (topics of homelessness and employment). Implementation status reports were prepared twice a year. Reporting of performance on the indicators in the results framework could have been more complete and consistent. The Bank's technical support was stronger in its areas of comparative advantage or where it was able to identify expertise (overall social protection strategy, homeless schemes, labor market policies, design of targeting instruments and international experience in activation policies) but fell short in the area of information technology.

(c) Justification of Rating for Overall Bank Performance

Rating: **Satisfactory**

Taking into account the ratings of satisfactory on both ensuring quality at entry and supervision, overall Bank performance is rated **satisfactory**.

5.2 Borrower Performance
(a) Government Performance

Rating: **Satisfactory**

Government performance is rated as **satisfactory** for the following reasons. The design and implementation arrangements for both *Chile Solidario* and *Chile Crece Contigo* were based on high-quality and timely diagnostic work. In the case of the former it included the results of a 2000 household panel which highlighted the substantial household dynamics behind the overall poverty numbers and the vulnerability of poor households. Studies also showed that existing social benefits and programs were accessed mainly by the poor, not the extreme poor, and that progress in reducing extreme poverty had stalled. Social protection spending was substantial ($800 million per year), but dispersed in 90 programs among 30 institutions with a sector and individual focus. Monetary transfers included few promotional or pro-active measures to add value and empower participants. The political commitment at the highest level to the reduction of extreme poverty and to *Chile Solidario* (President Lagos) and *Chile Crece Contigo* (President Bachelet) as well as to the supporting reforms and strengthening of the social protection system is demonstrated by the promulgation of several important laws[6] and equally important to the creation of an enabling framework.

Especially critical for the latter, was the financing mechanism developed for *Chile Solidario* in which the Budget Division of the Ministry of Finance was the key player. Resources were allocated to a budget line for *Chile Solidario* within the overall MIDEPLAN budget, separately for the programs and services needed to respond to the set of minimum conditions, and tied to achievement of specific coverage targets and services for *Chile Solidario* participants, as reflected in agreements with the Executive Secretariat of *Chile Solidario*. Another interesting budgetary feature was that in order to accommodate unforeseen economic developments which might increase the share of extreme poor, CS was guaranteed a certain amount of funding and not penalized if it did not need to use all of the resources allocated. There were no issues with counterpart funding considering the global financing made available for CS.

(b) Implementing Agency or Agencies Performance

Rating: **Satisfactory**

Performance of MIDEPLAN (later renamed the Ministry of Social Development), the implementing agency is rated as satisfactory for the following reasons. The commitment of MIDEPLAN to achieving the development objectives of supporting *Chile Solidario* was consolidated during implementation of the original project, reflecting the strengthening of the functions of the Executive Secretariat and finally the conversion into

[6] *Chile Solidario* - Law 19.949 (2004), *Sistema Intersectorial de Protección Social* – Law 20.379 (2009). See Annex 2 for detailed analysis.

the Executive Secretariat for Social Protection, which became the main counterpart for the Bank project. Initially there were some problems of coordination between MIDEPLAN and FOSIS, the agency in charge of the implementation of Puente (the name for the family coaching or psycho-social support component of *Chile Solidario*). Implementation arrangements and staffing were satisfactory, although the visibility and profile of the project within MIDEPLAN varied depending on the priorities of each Minister. There were no major implementation issues, with most processes mainstreamed within the administrative structure of MIDEPLAN, although at times the need to comply with both Bank and Government procedures increased administrative requirements. The use of selected country systems (*Chilecompra*) was extended during project implementation. Financial management performance tended to be better than procurement performance, the latter generally rated only moderately satisfactory. The monitoring and evaluation arrangements for *Chile Solidario* were best practice and the information was used extensively in decision-making and resource allocation, with key support being provided by the development of the SIIS (Component 1) as well as the well-functioning budget management system of the Ministry of Finance.

The new administration which took over in 2010 had little experience with either government or Bank administrative requirements, which slowed down implementation. That factor, the transformation of MIDEPLAN into the Ministry of Social Development, the decision to cancel several evaluation studies in 2012, and lack of sufficient budget space in 2012-2013 (given shortfalls in execution in 2011), resulted in the cancellation of nearly half of the amount of the AF. Nevertheless, the resources of the AF were used for several high priority tasks, mainly the reform of the targeting instrument with a special focus on measures to combat fraud and error and the baseline and related studies for an evaluation of the parental education component of *Chile Crece Contigo*. In addition, some of the activities planned for 2012 under the project were carried out using national resources.

(c) Justification of Rating for Overall Borrower Performance

Rating: **Satisfactory**

Overall Borrower Performance is considered **satisfactory** in view of the Government and the Implementing Agencies' performance.

6. Lessons Learned

- The experience of Chile with *Chile Solidario* illustrates that a single initiative or program can serve as a practical and concrete base for the installation of broader social protection system which can be extended to cover other populations.
- Bank financing can play a role in financing activities which once validated can be incorporated into the national budget. Examples are initial investments in the SIIS, impact evaluation studies, and training for family coaches. Loan resources were often a more flexible source of financing than were normal budget resources,

particularly convenient for new or pilot activities. However, it would have been helpful to be able to depend on country systems to a greater extent.

- When considering different policy interventions to reduce poverty and help households manage risks to their income, policy makers often take for granted the critical institutional and information infrastructure necessary to operate social protection programs effectively. A comprehensive, integrated information system is critical in order to ensure that social programs reach those who need them the most, and to guard the system from falling prey to abuse. Without such a system social policies and interventions cannot be effectively targeted, monitored or evaluated. At the same time, the development of an integrated social information platform for a social protection system takes time and is likely to need to be flexible and adaptable to reflect the expansion and modifications of Government strategy over time.
- The incorporation of the targeting instrument into the integrated social information platform was a powerful tool in the creation of a national registry of beneficiaries which in turn became a valuable tool for managing a network of social protection services. An additional positive feature was its design on a decentralized basis with online updating possible.
- High-quality administrative data bases can be an important source of information not only for the monitoring of social programs, but also their impact evaluation, particularly if they can be linked to survey data.
- There are significant challenges in measuring the impact of the installation of a social protection system which incorporates not only interventions with program participants, but also gradual improvements and better coordination with the supply of social services and transfers. The methodologies required are complex and need to incorporate administrative data from a variety of sources as well as the traditional household surveys. And as the methodology becomes more complex, the communication of these results also becomes more difficult.
- Efforts to reduce the dispersion of effort and fragmented coverage of social programs of the poor are perhaps best envisaged as a process and need to be sustained over time. The experience of Chile suggests that effective coordination requires mutually-enforcing actions – for example, formal agreements and working groups among institutions and different levels of government, results-based indicators coupled with close supervision and remedial actions when necessary, supportive information and budget mechanisms (see 5.2(a) p. 19) and roles such as family coaches. The combinations of mechanisms and their relative importance are likely to vary depending on the country.

7. Comments on Issues Raised by Borrower/Implementing Agencies/Partners

(a) Borrower/implementing agencies

The implementing agency had no comments on the ICR.

(b) Cofinanciers

Not applicable.

(c) Other partners and stakeholders

Not applicable.

Annex 1. Project Costs and Financing

(a) Project Cost by Component (in USD Million equivalent)

Components	Appraisal Estimate (USD millions)	Actual/Latest Estimate (USD millions)	Percentage of Appraisal
National Information System for Social Protection	3.7	2.8	96
Training	1.7	1.6	94
Analysis, Evaluation and Monitoring of Social Programs and Policies	2.5	2.3	92
Institutional Strengthening of MIDEPLAN and Project Administration	5.7	5.2	91
Total Baseline Cost	13.6	11.9	88
Front-end Fee IBRD	.1	.1	
Total Project Costs	13.7	12.0	88

(b) Financing

Source of Funds	Type of Cofinancing	Appraisal Estimate (USD millions)	Actual/Latest Estimate (USD millions)	Percentage of Appraisal
Borrower		4.3	1.9*	44
International Bank for Reconstruction and Development		13.7	12.0	88

**Does not include US$25.4 million in global investment for Chile Solidario*

Annex 2. Outputs by Component

Component 1: National Information System for Social Protection

In the context of the efforts through CS of strengthening and improving the organization and management of social policy, the timely availability and use of information was key. It was especially important in order to support the integration of social interventions and sectors. This summary of the outputs of the component relating to the national information system for social protection includes the 3 indicators in the results framework, namely the number of institutions agreeing to exchange information, the number of variables incorporated, and the number of institutions agreeing to the proposed standards. In addition, the section covers broader aspects related to the development of the system including technological, institutional (including the participation of different levels of government), and legal aspects, all of which supported the progress on these indicators. The information tools which were developed to support the social protection system – the Integrated Social Information System (*Sistema Integrado de Informacion Social*-SIIS) and the Registry of Social Information (*Registro de Informacion Social* – RIS) surpassed what had been expected at the time of project appraisal. This happened mainly because the development of the information tools reflected, supported, and responded to the concrete changes and operational needs of the also evolving social protection system over the decade (2003-2013). Also discussed in this section are the outputs associated with reforms to the targeting instrument also supported by the Project.

The SIIS was implemented gradually and slowly and constantly improved because system development was grounded on the social programs that MIDEPLAN administered through the Executive Secretariat. It includes the Social Protection Index, *Chile Solidario*, and *Chile Crece Contigo*. Initially (before the approval of the technical assistance project), the module for Puente was installed in the municipalities. As will become clear in the description that follows, the base for the SIIS was the management information system (MIS) for Puente that early on interchanged information with the Civil Registry and the Institute of Social Security (INP). The first transfers associated with CS (*bono de protección)* were paid in November 2002 on line through the INP. Under the Project, three phases can be distinguished. During the first phase through December 2004, the SIIS focused on capturing the information needed for the CS target population. Even at this early stage, the development of the SIIS was influenced by a change in focus from centralized administration of databases and primarily descriptive analysis to the aim of giving local managers the information and data on indicators necessary to take the decisions necessary to meet the objectives of the local social protection system. The requirements for CS[7] were utilized as the model to design and construct the SIIS.

[7] For example, as the first step, requirements included the monitoring of information at the household level of the status on the roughly 50 minimum conditions, and their program exit and entry, data on the family coaches and data consolidations at different levels (by family coach, municipality, region and nation)

In the second phase (2006), with the system operating in the 334 municipalities implementing *Chile Solidario*, the SIIS generated a new module of information for the on-line processing of the revised targeting instrument, the Social Protection Index (FPS).[8] This step was crucial to consolidate the SIIS as the technological platform for Social Protection. This is because at the outset, agencies were reluctant to sign agreements to participate in the information system by exchanging information contained in their data bases. They saw no particular advantage for them when they were invited to participate in the scheme. However, with the inclusion of the FPS with on line data entry decentralized to the municipalities, a major milestone was reached. Since the FPS was a key targeting instrument for a wide range of national subsidies such as social housing, school lunches, water supply subsidies and several other monetary transfers (child allowance, social pension) it gave the Ministry additional leverage for persuading other ministries as it was now a component of the SIIS. In addition, as the social protection system expanded to cover additional groups of the population – elderly individuals living alone, for example – and as more programs gave preferential access to *Chile Solidario* (school subsidies, for example) use of the *Ficha* became more extensive. Given the wide territorial coverage and high number of households with the FPS, this component of the SIIS has been transformed since 2007 to be a privileged source of information and operates as the principal support for the rest of the functions included in the SIIS.

The last phase began at the end of 2007, when a new module was generated for the registration and monitoring of *Chile Crece Contigo*. By the end of the TA project some 46 agreements had been signed with ministries and agencies covering more than 60 million records in over 60 data bases incorporated into the SIIS. There were 15,672 users of the system, including all municipalities in Chile. By the end of 2009, nearly 80 percent of the population of Chile was registered in the SIIS. Later the Additional Financing (AF) supported enhancements to the FPS instrument and system software was upgraded by introducing a new data warehousing system and strengthening reporting systems.

The main technical and operating characteristics of the SIIS are:

- Interoperability which is crucial in order to support decision-making within an intersectoral and interinstitutional social protection system;
- Phased Development on a modular basis and scaleable to incorporate new populations and initiatives;
- Flexible language utilized by the platform in order to adapt to the characteristics of other information tools, so that it could be easily used by other agencies;
- Validation of personal information through a unique national identification number (RUN) with all modules connected online with the Civil Registry;

[8] The module related to the FPS was installed in all 345 municipalities in Chile.

- Guaranteed adherence to secrecy rules through a legal and administrative regulatory framework that needs to be complied with by system users;
- Provision of training to prepare people to provide, access, and use the data;
- Secure system with controls over passwords and access;
- 100% web based with user friendly interfaces, easy to learn for users; and developed through open source programs, the latter with the aim of reducing costs.

The main outputs financed by the Project included a study on the conceptual, logical and physical design, including the evaluation of the existing databases, implementation of the platform for the Social Protection Index, the implementation of the SIIS, equipment purchases (including for municipalities), training for staff at the central, regional and local levels and implementation of the initial stages of the most recent modifications of the targeting instrument (*Ficha Social)*. The latter included information campaigns and training in addition to the initial registration of households using the new instrument.

The chart below provides more information on the development of the SIIS year by year.

Area	2004	2005	2006	2007	2008	2009
Stage	**Nascent**	**Design, Development of Platform and Data Exchange**	**Consolidate Technological Platform**	**Inclusion of Social Protection Index and Improvements in Standards**	**Development of Registry of Social Information (RIS)**	**Consolidate RIS**
Information exchanges	Exchange of information with 3 institutions – Civil Registry, INP and FOSIS (*Puente*) Article 6 of Law 19.949 Creation of Social Protection System CS	Inputs for the construction of the SIIS platform were the CS agreements with other institutions for preferential access, establishing the periodicity and the form of data exchange. 11 institutions exchanged data.	Installed SIIS in 336 municipalities to monitor and supervise CS families 2 additional institutions exchanged information; 13 in total with 20 databases. Improved technology to interchange information. Defined periodicity of data bases and data format structure.	Implement Social Protection Index on line in 345 municipalities Achieved interoperability between levels of government. To improve, regularize, and protect exchange of information, prepared Regulations on Connectivity and Exchange of Information among Public Institutions Monetary subsidies On-line Consolidate module for Program for	Expand ways of consulting online with database to see which social transfers people were getting. Users were municipal employees, staff of programs and private institutions. Unify systems of information as programs expanded and the range of services covered by the social protection system expanded. Warehousing of RIS data	Consolidate mechanism of public access Agreements with 337 municipalities, 17 public agencies and 9 NGOS. Add module for municipal benefits Apply standards in the Law of Transparency Implement statistical reports linking Program for Homeless (*Calle*) at national level. Shared platform, no cost for local actors

Area	2004	2005	2006	2007	2008	2009
				Homeless (*Calle*) and develop modules for Elderly living alone (*Vinculos*) and CCC.		Portal for social transfers and services applications and queries
No. of variables	Analysis of Information for CS – requires the registration of information by household and tools that permit the monitoring of the changes in the minimum conditions	Data on 53 minimum conditions and consolidation/analysis at different levels (national, regional, provincial, municipal) plus basic household characteristics		Variables for CS, and also for *Vinculos, Calle* and Social Protection Index Information for CCC includes System of Registration, Monitoring and Referrals. Also set of measurement instruments at different development stages and system of alerts.	Information grouped in the following manner: FPS, Programs of the Intersectoral System of Social Protection, Non-monetary social services, services, subsidies or assistance without a monetary transfer, and monetary transfers or other assistance involving cash Development of statistical model for Social Protection Index	

Registry of Social Information (*Registro de Informacion Social*). The RIS began to be developed in 2008. Within the SIIS, the RIS is the supporting instrument which provides adequate and reliable data on the individuals in the social protection network. It is a database which functions as a unique beneficiary roster. MIDEPLAN was mandated to develop this tool in the 2004 law setting up *Chile Solidario*. A key step in the progressive achievement of this mandate was the preparation of the regulations necessary to facilitate the best use of the available information. These were finalized in 2008 and permitted the RIS to sign agreements with institutions and regulate the processes of information exchange. The development of these agreements and their extension over time opened up the possibility of a progressive advance in the consolidation of a center of data collection on beneficiaries and potential beneficiaries within the social protection system. The cross checking of databases also helped improve the quality of the registries. Requirements for the development of the RIS included the further analysis of the needs of the inter-operability model, going deeper into the normative bases that would make possible the regulated interchange of information and the technological conditions that would permit the integration of the different information systems. The warehousing by the end of 2008 of the RIS data signified that organized and reliable data for the families or individuals who are or potentially are beneficiaries of social transfers or programs provided by the state was available. A development promoting use of the RIS was the passage of the Law of Transparency which obligated ministries to disclose information on beneficiaries of public programs.

It is worth highlighting that the development of the SIIS and the RIS required substantial training to ensure understanding and competency to meet the required standards and norms and also to carryout statistical analysis. Numerous meetings were held with participating institutions as well. Addressing concerns on security and guaranteeing privacy were critical. MIDEPLAN defined the formats for collecting the data; the entries, exits and forms of connection to the SIIS, how queries would be done, the way things were stored and the security standards for the transfer and queries for social information. There was one-on-one work with each entity in order to ensure the timely meeting of these standards. Under the AF the Registry was expanded to cover the Ethical Family Income.

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Component 2: Training

There were two subcomponents: (1) Training of Government Officials, and (2) Training of Family Coaches. The strategy and outputs of both are discussed in turn.

Training of Government Officials

The subcomponent generated several outputs. Aside from an assessment of training needs, the principal activities financed by the subcomponent were courses tailored to respond to specific operational needs that arose as the social protection system developed and expanded and, towards the end of the original project, in the design and delivery of a set of courses intended to support the consolidation of the system. Technological tools such as on-line courses were used extensively. The training assessment undertaken

during 2005-2006 focused on the demands for training from the regional staff of MIDEPLAN and their teams coordinating *Chile Solidario*. The main needs identified included**:** the recent evolution of poverty alleviation policies; gaps and challenges on poverty reduction in 2005; in light of those gaps and challenges, the rationale, vision and performance of *Chile Solidario* in the region; the politico-communicational positioning of *Chile Solidario* in the region; fundamentals and methods for work within a network; fundamentals and methods for teamwork; fundamentals and methods for community work in extremely poor localities; and the management and use of information on *Chile Solidario*. The training model was to be based on competencies.

The key operational needs which arose during implementation of the Project included training related to the installation of the new targeting instrument (*Ficha de proteccion social* – FPS)**.** Over 2000 municipal employees (interviewers) received training on the FPS in 2006. Distance learning courses were developed in several areas including: management of the *Programa Calle*; integrated local service delivery for monetary transfers, information on the definition and organization of the Social Protection System *Chile Solidario*, and the legal and integrated management of the programs related to the dimensions of income and employment. During 2006, the training program to develop competencies to manage in a network was executed, including an evaluation process. During 2007-2008, the number of courses offered increased to include in the case of the homeless, courses on how to address handicaps, age and occupational issues. A special online course was developed on topics related to employment and this was updated to reflect the work with employment services. Audiovisual materials were designed on various themes including: Regional Management of CS; work in networks of CS; *Chile Solidario* from the perspective of work with women, the institutional impact of *Chile Solidaro* in various programs, and programs with the aged (*Vinculos*), homeless (*Calle*), and early childhood (*Chile Crece Contigo*). In 2008, courses continued to be expanded, mainly for virtual learning, especially to support the program for homeless on several technical issues (mental health, for example).

In 2009 the training strategy was extended to support the consolidation of the social protection system. The strategy was organized into two lines of work: (1) a set of 16 competency-based courses delivered virtually through a single technological platform organized in 4 areas of competencies: local management of the social protection system; the management of programmatic resources for the vulnerable population; management of tools to support the Social Protection System; and competencies to provide counseling for CS families, and (2) specialized technical assistance made available to municipalities to provide specialized assistance with the aim of improving their performance in areas relevant to social protection. In that connection, two new courses were developed focusing on management at the local level, one generally on social protection and the other on the management of local networks in social protection. In the case of the first line of work, MIDEPLAN invested in improvements in the technological platform with the objective of putting at the disposal for everyone who had role in the social protection system, a set of resources that constituted a system of lifelong learning with a view to improving management processes and practices. Additional outputs financed under the Project (including the AF) were national meetings related to both CS and CCC.

Training of Family Coaches

The interaction of the family coach with the participant households is a critical design feature of *Chile Solidario*. In order for them to contribute to the progress of the households (or other vulnerable groups), they needed to have effective counseling skills as well as be knowledgeable about the network of social services and programs. This subcomponent benefited from substantial prior work analyzing the results of the initial experience with *Chile Solidario* and an outside assessment of training needs, which led to a comprehensive and flexible training design grounded in a competency and lifelong learning approach, called the Community of Learning Puente. The outside assessment (undertaken after some initial implementation experience) included an analysis of preferences for delivery mechanisms and was informed by the characteristics of the *Chile Solidario* program, interviews with management, municipal teams, family coaches, and participating families, supplemented by consultations carried out on-line. As described in the PAD, the strategy had several distinguishing features. It stressed teamwork and facilitating fluid communication between the different actors implementing CS. It addressed the needs for initial training, permanent skills upgrading, and feeding back into improvements in the methodology and organization of these activities. This required a combination of different mechanisms for training and the formalization (certification) of their knowledge and experience. The system integrated 4 types of learning activities, supported by a common easily accessible computerized platform:

- Circles of Analysis of Practices of structured communication and interchange of experiences among practitioners at different levels and with different responsibilities.
- An "Agency" which facilitated exchanges within CS, including visits to other locations, apprenticeships, contacts with outside experts and agencies.
- An "Institute" which focused on providing technical assistance to the family coaches through courses, seminars, conferences, and round tables, using both residential and virtual spaces.
- A "University" through which the Faculty of Social Sciences of the University of Chile opened a post-graduate degree for a social work specialty for the family coaches with the objective of improving theoretical and practical knowledge.

In March 2004 the Community of Learning was launched with a pilot phase until July. The academic and operational definition of each component of the training system and their annual operational plan were prepared and validated in the process with several municipal UIFs. The Community of Learning worked during 2004 and 2005 with the following results:

- 303 Circles of Analysis functioning with 1.837 participants representing 79% of the family coaches.
- 1.776 participants in 103 clinics on the minimum conditions
- 379 participants in 60 apprenticeships
- 1.056 participants in 44 workshops for municipal Family Intervention Units (UIFs)
- 185 face-to-face courses with 3.743 participants

- 21 graduate level university courses with 178 participants
- Computerized platform functioning

The chart below summarizes the main activities during the implementation of the original loan. In the Project Paper for the AF, in addition to the continuation of training for government staff related to the social protection system and in line with the legislated transfer of more responsibility for the implementation of *Chile Solidario* from MIDEPLAN to municipalities, $250,000 was to be made available to municipalities to carry out capacity building activities to support activities to support strengthening of management in areas related to the social protection system. However, the new Executive Secretariat of CS which entered in 2011 decided on a different strategy of support to municipalities which focused on the design and development of a portal which would operate as a "one-stop shop" for social protection interventions accessed at the municipal level. This was related to the development under the AF of a platform designed for the management of social programs which aimed to improve the effectiveness of basic business processes, which was supported under the AF, together with the associated training. The platform would be used for the Ethical Family Income.

2005	2006	2007	2008	2009
Evaluated activities and systemized learning. Design of Training and Competency Certification for family coaches. Joint work by FOSIS Training Unit and FLACSO to define competencies and gaps. Identified methodology to guarantee service quality. Decided technical and operational orientations to guarantee delivery. Updated courses by identifying gaps and redesigning delivery mechanisms and the technical assistance delivered by FOSIS teams to the municipal UIFs. 1835 participants in 304 CAP 8,848 hours of training delivered through different components of Community of Learning; 9992 hours including activities outside of Community of Learning	Carried out qualitative study on training results. Incorporated training criteria in evaluations and ratings of UIFs	Continued to strengthen capacity of family coaches. Courses and internships organized by the University of Chile. Improvements needed in methodology of *Chile Solidario* identified, for example, more differentiation of attention depending on family type. Curriculum of courses developed according to preferences of staff as well as the definition of the competencies they needed for counseling. 40 semi-presencial versions of courses (counseling and self-help, mediation, systematic family analysis, family conflict and violence, crisis intervention, team management, work in and with networks, social interventions supporting	Redesign of targeting instrument (Social Protection Index) and lessons from implementation motivated a redesign of CS to take into account different family types. With exception of training on competencies through technical assistance provided by FOSIS, training suspended pending finalization of new design. New design implied generation of family profiles, revision of minimum conditions (from 53 to73) Working group (SERNAM, SENAMA, CONADI, FOSIS, y FONADIS) analyzed emerging profiles.	Review, approval and implementation of re-designed CS. Changes transmitted through "updating workshops" with the family coaches. An important new tool incorporated was the group workshop – a concrete expression of the community dimension of counseling – complementing and linking to the minimum conditions. Focus on abilities and skills for social integration during the counseling process. Training focused on providing family coaches the tools, capacity, and competencies to help their counseling when they come upon family structures and compositions with particular characteristics of vulnerability.

2005	2006	2007	2008	2009
Training and supporting materials developed on use of CAPS. 2 Studies carried out: How CAP made family coaches more effective and what conditions facilitated an effective family coach 31 Clinics delivered on minimum conditions 17 group internships with 245 participants 20 individual internships with 40 participants		young children and community focus). 1500 users of the system had to take at least one course.	Given decision to include group sessions, experts needed to develop content on special themes.	Developed 90% of the teaching materials to communicate the new contents developed for the program and the updating course. 100% of UIFs participated in the process of updating, attending the training as well as taking the module available in the Platform "Learning Together"

Component 3: System for Analysis, Evaluation and Monitoring of Social Programs and Policies

Design of an integrated system of monitoring of management, processes and the partial results of *Chile Solidario* System

Evaluations of programs that, forming part of the social protection network, provide benefits and transfers to the users of *Chile Solidario*.

Specific studies include a process evaluation of CS, analysis of ethnic pertinence of CS, and advice in the area of disability and gender. Other outputs under this activity supported the feature of *Chile Solidario* which provided preferential access of beneficiaries to existing monetary transfers and social services, particularly those relevant to the achievement of the minimum conditions. Since the studies were focused on the objective of preferential access, the findings became inputs into the design and management of the agreements between the Executive Secretariat of *Chile Solidario* and other agencies. These studies of the "supply side" were important not only because they provided information on the results of the programs for the participants, but also because it enabled the Executive Secretariat to have a more precise understanding of how services functioned in practice, what were the specific processes and procedures within the program, and how the actual operation compared with the formal design. The discussion below describes first the studies which were carried out and then the related changes in the way the agreements with other agencies were managed.

The first set of program evaluations was carried out in 2005. These included the following programs: Pre-school Program, the School Subsidy for Retaining Students, and the Housing Program *Chile Solidario*, Wage Subsidy, and the training program for domestic workers. In addition to the in-depth evaluation of each program, the studies included common themes related to preferential access including flexibility/adaptability, social targeting, sustainability, sequencing, and management within a network. In 2006, a set of evaluations of 6 programs related to the dimensions of work and income were carried out.

Prior to the beginning of the technical assistance project, MIDEPLAN had started preparing and signing agreements with various agencies to ensure preferential access to the services related to the minimum conditions. During 2004-2006, the main activities were: design of a standard instrument for the periodic reporting by MIDEPLAN regional offices of the implementation of these agreements, including factors favoring or impeding each program and tracking of progress on coverage, pertinence and effectiveness; a national review of these programs; and the incorporation of the conclusions from the monitoring reports into the agreements. At the end of 2006, as part of the functional re-design of the Executive Secretariat, the function of monitoring the agreements was formalized into the Management Unit for Preferential Access whose principal role was the management and monitoring of the agreements which transferred resources for the

implementation of both *Chile Crece Contigo* and *Chile Solidario*. The specific functions of the Unit were:

- Carry out periodic working sessions with the institutions involved (whether collaboration or transfer of resources);
- Coordination of the national working groups for each one of the dimensions in the Social Protection System;
- Review, supervise, and approve the monitoring reports submitted as part of the requirements of the agreements which include transfers; and
- Identify new supply to be included in the Opportunities Map of *Chile Solidario* and *Chile Crece Contigo*.

As part of the agreements the programs themselves had to send periodic reports and all of the agreements were in the system of monitoring of programs and social transfers of agencies with agreements with *Chile Solidario*.

During 2007-2008, the new system was implemented. Programs with an agreement for preferential access had a methodology and system of monitoring and evaluation designed for their actions. Part of the responsibilities of the partner agency set out in the agreement was sending reports to the Executive Secretariat, explaining what had been done, who were the beneficiaries covered by the program, and spending levels. Those responsible for reporting were identified. These reports were reviewed by the Management Unit for Preferential Access. Each agreement linked with the organization of committees or technical groups at the national as well as the regional level constituted by representatives of MIDEPLAN and the institution in order to define coverage, agree on actions, report on results, identify bottlenecks, etc. These groups were critical in order to monitor execution, analyze advances and provide feedback. Also critical was the fact that the work of the Management Unit for Preferential Access related to each of the agreements was used to inform the budgetary process, specifically the definition of resources that would be made available and the negation of budget line items with the Ministry of Finance and in the National Congress. The Unit of Territorial Management within the Executive Secretariat played an important role. They were responsible for accompanying the process in the regions. When problems arose technical coordination groups were activated at either the central or regional level. To sum up, the monitoring and evaluation of the actions under the agreement was the responsibility of the agency itself that got the resources and they informed the Executive Secretariat. It is worth mentioning that most of these programs already had their own monitoring and control systems which they took advantage of.

Starting in the second half of 2008, the Executive Secretariat incorporated the assignment and monitoring of investment supporting municipal actions and the fund to support the detection of gaps into the system. In 2009, the emphasis was on improving the instruments used to monitor the programs and social transfers which had an agreement with CS. The management of all of the agreements was institutionalized within MIDEPLAN in a management system (*Sistema de Gestión de Convenios*, SIGEC) in order to standardize procedures and mechanisms.

Another output under this component was a study that evaluated the installation of a pilot on citizen participation for CS. However, in part because there were delays in carrying out the study, the pilot was not judged necessary in view of the fact that CS had in the meantime developed standard mechanisms of consultations with participants and also was involving NGOs directly in the implementation of work with other vulnerable groups such as the homeless.

Carry out Impact Evaluation for *Chile Solidario*

Three rounds of a panel survey were carried out under the project for the impact evaluation. In addition, the analysis incorporated the use of the rich set of administrative databases including the MIS of *Chile Solidario*, the Social Protection Index data, and the information on participation in the programs of preferential access. Several seminars were held during the life of the project to discuss and disseminate the results of the impact evaluations. During the time covered by the AF, although no new surveys were undertaken, the impact evaluation of CS was updated to take into account more administrative data in order to assess the long-term impact of the program (see Section 3.3 in the main document). In addition, the AF financed evaluation studies related to CCC.

Component 4: Institutional Strengthening of MIDEPLAN and Project Administration

This component was intended to support a program of institutional modernization and strengthening for MIDEPLAN in order for it to carry out its designated role to coordinate the implementation of the social protection system. The main initial output was the creation in 2004 of several operating units in MIDEPLAN to support the operation of *Chile Solidario*. In 2005, MIDEPLAN requested changes in this arrangement to reflect internal changes in the design of the support for *Chile Solidario*, which involved a larger role for the cabinet of the Minister of MIDEPLAN. In 2006, with the new administration, the definitive design of the strengthened Executive Secretariat was put in place with the support of the Project. From then on, the Executive Secretariat was the main counterpart for the Project. The following units were created:

- Management of Access to the System (Social Protection Index)
- Management of Monetary Transfers
- Management/Analysis of Rights (Political-Technical Guidance for Management of the Supply of Services)
- Integrated Social Information System (SIIS)
- Management of Territorial Network
- Institutional Strengthening (Studies, Systematizations, Training)
- Internal Administration

Given the consolidation of the Executive Secretariat in MIDEPLAN, the focus turned to the regions. In 2006 a study "Systemization and Analysis of Regional Management, as

applied to *Chile Solidario*" was carried out. The study identified gaps in the management of coordination arrangements at the regional level in the area of social protection. Using the results of the study as a guide, in 2007 efforts were made to strengthen the areas of social protection in the MIDEPLAN regional offices. This included the distribution of responsibilities within the offices, designing and making available instruments to orient the work of the Regional Technical Committees of Social Protection, and putting in place technical criteria to support the installation of the programs of family coaching within the municipalities, and to enable the regions to supervise the projects and use of resources which were being transferred increasingly to the municipalities. In 2004, only 7 percent of the resources managed by *Chile Solidario* were transferred to municipalities. By 2009, this share had risen to 40 percent.

Another output of this component was a series of studies related to the implementation of *Chile Solidario* including the needs and aspirations of CS families who had finished family counseling and a study of families who did not join or who dropped out of CS. Other outputs included the design of the public portal for social services and transfers, workshops related to other vulnerable populations (homeless, children of prisoners), printing of communication and educational materials, and studies of programmatic needs in the area of family dynamics. Under the AF, the project financed the design of the psychosocial support and employment counseling for the Ethical Family Income.

Chile Solidario as a base for a Social Protection System

The Project Development Objective of the Project was to support the efforts of the Government of Chile to implement *Chile Solidario* and lay the foundations of a national system of social protection. Building on the detailed outputs and achievements of the four components of the Project described in the preceding sections, the purpose of this section is to relate them more directly to Bank benchmarks for a systems approach. These are drawn from the World Bank's recent Social Protection and Labor Strategy 2012-2022: Resilience, Equity and Opportunity.

The core focus of the strategy is to move Social Protection and Labor from isolated interventions to a coherent, connected portfolio of programs. The argument is that in order to effectively mitigate risks and foster opportunity, social protection and labor programs need to be able to work together as a portfolio of complementary initiatives, under a systems approach. Social Protection and Labor systems are "portfolios" of coherent programs that can communicate with each other, share common administrative subsystems, and work together to respond to risks and to deliver resilience, equity, and opportunity to the population. The expected results are stronger social protection and labor systems that can enhance the rights of citizens, particularly the poor. These systems offer efficiency, through better designed tax/financing arrangements, economies of scale, and common platforms such as registries. They impart effectiveness, through harmonized incentives and fewer unintended consequences on behaviors.

Beginning with *Chile Solidario*, the detailed information on budget provides evidence of the steady increase in spending for a connected portfolio of programs. The box gives

examples of programs which received transfers under the *Chile Solidairo* budget line, a subset of those which provided preferential access to *Chile Solidario*.

Budget for *Chile Solidario* by Year and Dimension (US$ millions)

Component	2002	2003	2004	2005	2006	2007	2008	2009	2010
Psycho-social Support	3.2	6.4	7.8	9.0	10.4	11.7	15.2	18.2	21.9
Monetary transfers	.4	8.3	14.7	23.8	23.8	31.9	29.8	31.9	36.6
CS Supply-Identity			.3	.4	.4	.6	.2	.1	.4
CS Supply-Health			11.3	13.1	8.9	9.3	9.6	9.5	10.3
CS Supply-Education			6.6	13.7	17.8	22.3	30.1	34.5	37.7
CS Supply-Family Dynamics			.5	.7	.4	.5	.5	.5	.5
CS Supply – Housing			2.8	15.6	20.6	18.9	13.8	22.0	22.4
CS Supply-Work and Income			12.3	30.7	37.1	36.2	39.4	36.5	42.3
Total	3.6	14.7	56.2	106.9	119.4	131.4	138.7	153.3	172.1

Dimension	**Programs Involving Resource Transfers providing Preferential Access to CS families**
Education	School Feeding Program School-based Dental Services Middle School Student Scholarships Life Skills Program Child Care Centers (including infant care and extended hours) Program "Know your Child" and "Program of Improvement of early childhood"
Family Dynamics	National Program for Support to Family Dynamics
Health	Family Health Plan Programs of Technical Assistance for persons with Disabilities
Work and Income	Support for Microenterprises Program to Support Youth Labor Market Insertion Hiring Subsidy Program of Employment Support for *Chile Solidario* Beneficiaries Creation of Microenterprises (Urban) Program for Development of Employment Competencies for W omen Program to Support Own-Consumption Production
Housing	Housing Program *Chile Solidario* (Title regularization) Housing Program *Chile Solidario* (Housing Improvements)

Note: This table only includes the programs which received resource transfers under *Chile Solidairo*. There were other programs that provided preferential access to *Chile Solidairo* participants which did not receive resource transfers.

The last chart benchmarks the current social protection system in Chile against the criteria set out in the World Bank strategy document at the three levels of engagement (administrative, program and policy), summarizing the information presented in this document. Of particular importance are the legal framework for the intersectoral social

protection system (described in more detail in the box) and the specific mechanisms and administrative arrangements which now exist to promote coordination including inter-institutional agreements, national budgeting procedures, an integrated social information system (SIIS) and registry of beneficiaries (RIS) through which information is exchanged among nearly 40 public and private agencies. The long standing proxy means instrument is used for targeting a wide range of programs. Both instruments and programs have been adapted over time as conditions have changed and lessons learned. The Chilean experience also suggests that in order to bring about better coherence among social programs and policies, specific mechanisms may be helpful. There are some examples included in the program section of the chart. They include the role of family counseling (and specifically the role of the family coach) in the case of CS, support from the budget process and the role of local actors where much of the coordination for vulnerable groups needs to work in practice.

Chile has in recent years evolved towards a system in which all eligible persons have a feasible chance of entry (in contrast to the previous rationing). Most social programs include well-designed monitoring systems. The Budget Division of the Ministry of Finance ensures that evaluation results are taken into account in spending decisions and organizes an annual schedule of program evaluations. Program monitoring indicators and evaluation results are accessible to the public on the website of the Budget Division. Programs must also comply with requirements of the Law of Transparency, in which the SIIS has played an important role for a variety of programs. Finally, the existence of social programs and transfers and the wide coverage of the targeting instrument enabled the Government to quickly respond to the need of the poor during the previous financial and food price crises by providing lump sum transfers to specific target groups.

Levels of Engagement	Systems Model for Social Protection and Labor	Chile
Administrative	Build basic management, information, and service delivery tools. Focus on developing "nuts and bolts" subsystems that facilitate core business processes of SPL programs: (1)Beneficiary identification systems and(2) registries (3)Targeting schemes (4)M&E arrangements (5)Contracting and payment arrangements for providers AIM: Building basic subsystems to support one or more programs.	"Nuts and bolts" subsystems: (1)Use of RUN as unique identifier (2)RIS (38 agencies) (3) Social Protection Index online (4) Government system of monitoring indicators and evaluations. Results reported to Congress and considered in budget decisions, including closing of programs. (5) Inter-Agency Agreements in Management System (6) Budgetary mechanism for resource allocation (7) Integrated Social Information System (SIIS) including RIS and Social Protection Index.
Program	Focus on design and implementation issues through a synchronization across programs or integration of similar programs. Step needed for a systems approach is better synchronization of programs – with beneficiary databases communicating with each other to be able to identify overlaps and gaps in benefits, and coordinated eligibility parameters across different types of programs. AIM: Improving design of existing programs and harmonizing across portfolios of programs.	(1)Use of Social Protection Index across social assistance, labor, housing, and pension programs. Only instrument to determine level of vulnerability of potential beneficiaries. (2) Structured access to set of programs and benefits, i.e. family counseling in CS and the Program of Development Support in CCC, which function as "one stop shop" (*ventanilla única*) for participants. Mechanism that facilitates harmonization and coherence among programs. (3) Annual revison (at regional level) of how programs performed for CS participants to decide whether to eliminate, expand, or include new ones. Linked to budget discussion. (4) Municipalities coordinate implementation of different programs and referral systems at local level.
Policy	Policy coherence and general strategy. AIM: Ensuring policy coherence across programs and levels of government.	Evolving Legal Framework as scope of System grew to cover extremely poor families, other vulnerable groups and young children Law No. 19.949 F(2004) creates Social Protection System CS Law No. 20.379 (2009) creates Intersectoral Social Protection System and Subsystem for Protection of Infants (CCC) Refers municipal role. Law No. 20.595 (2012) creates Subsystem Security and Opportunities and Family Ethical Income.

Systemic Approach: Evolving Legal Framework in Chile

The evolution of the legal framework for social protection in Chile shows progress and maintenance of a systems approach.

Law 19.949 (2004) created the *Chile Solidario* system. It includes: guaranteed access for participants to specific existing monetary transfers and refers to preferential access to other programs: provides legal basis for agreements with municipalities and public and private agencies; specifies that national coverage of program will be set in accordance with Budget Law and that targeting will use the *Ficha* (later the Social Protection Index); mandates creation of the Registry of Social Information (RIS) which would be made available to municipalities and public agencies; and requires MIDEPLAN to evaluate the program.

Law 20.379 (2009) created the Intersectoral Social Protection System: a management model comprised of social actions and services executed and coordinated by distinct public agencies for the most vulnerable population and requiring the coordinated action of these agencies to improve their living conditions. Law mandates external evaluation of system and subsystems, according to the instruments of the Budget Division of the Ministry of Finance. It mandates that each subsystem has an MIS and includes provisions on management tools, specifically the Social Protection Index and the RIS.

It is comprised of distinct subsystems: *Chile Solidario*, and CCC. Requirements for other subsystems to be incorporated:

- Attend a defined group of families or persons, identified by the Social Protection Index
- Have a core service, in other words a particular program that provides entrance to the system (i.e. in the case of *Chile Solidario* this was Puente)
- Provide services or transfers that have been created by law
- Carry out actions that require coordinated, intersectoral management by distinct public agencies, and which is executed normally by the municipality
- Respond to criteria of relevance in their services
- Include procedures of measurement and evaluation, at the least results such as coverage, targeting, and quality (including MIS mentioned earlier)
- Include mechanisms of gradual exit
- Include a regional analysis of the social impact of the subsystem and its necessary adjustments to local conditions.

President determines entry of new subsystems based on proposal of the Interministerial Committee and report prepared by MIDEPLAN.

Law 20.530 (2011) establishing the Ministry of Social Development maintained the central role of the RIS by confirming that the Ministry has the right to "solicit from other ministries, services or public agencies, the supply of available information needed to carry out its functions. Agencies are obliged to provide this information in a timely fashion.

Law 20.595 (2012) creates subsystem of Security and Opportunities of the Ethical Family Income.

Annex 3. Economic and Financial Analysis

Not applicable.

Annex 4. Bank Lending and Implementation Support/Supervision Processes

(a) Task Team members

Names	Title	Unit	Responsibility/ Specialty
Lending			
Supervision/ICR			
Daniel Jorge Arguindegui	Procurement Specialist	LCSPT	
Jorge C. Barrientos	Consultant	LCSHS-DPT	
Martha Raines Burt	Consultant	LCSHS-DPT	
Pedro Carneiro	Consultant	DECIE	
Emanuela Galasso	Senior Economist	DECPI	
Maria Lucy Giraldo	Senior Procurement Specialist	LCSPT	
Ana Maria Grofsmacht	Procurement Specialist	LCSPT	
Febe Mackey	Consultant	LCSPS	
Mariana Margarita Montiel	Senior Counsel	LEGLE	
Demetra Nightingale	Consultant	LCSHS-DPT	
Truman G. Packard	Lead Economist	EASHS	
Marcela Ines Salvador	Social Protection Specialist	LCSHS-DPT	
Morag N. Van Praag	Senior Finance Officer	CTRDM - His	

(b) Staff Time and Cost

Stage of Project Cycle	Staff Time and Cost (Bank Budget Only)	
	No. of staff weeks	USD Thousands (including travel and consultant costs)
Lending		
FY04	15	105.86
FY05		0.00
FY06		0.00
FY07		0.00
FY08		0.00
Total:	15	105.86
Supervision/ICR		
FY04	1	18.18
FY05	19	131.90
FY06	13	123.86
FY07	13	95.80
FY08	19	125.72
FY09	26	120.73
FY10	16	92.76
FY11	0	0
FY12	6	53.58
FY13	10	89.18
Total:	123	851.71

Annex 5. Beneficiary Survey Results
Not applicable

Annex 6. Stakeholder Workshop Report and Results
Not applicable

Annex 7. Borrower's ICR

Informe de Cierre del Convenio de Préstamo Banco Mundial

1. ANTECEDENTES GENERALES.

En el año 2002 se inicia la implementación del Sistema de Protección Social Chile Solidario[1], bajo la administración del Ministerio de Planificación[2] (Mideplan), actual Ministerio de Desarrollo Social[3], con el objeto de brindar apoyo psicosocial personalizado a las familias más pobres del país, asegurarles acceso preferente a subsidios monetarios y a programas sociales gubernamentales. El Sistema Chile Solidario, tiene por objeto reducir la pobreza, focalizar las acciones del Estado chileno en los hogares más pobres del país, cuya institucionalización y expansión, permite que sea el componente de la política gubernamental de protección social, dedicada a la atención de la vulnerabilidad, incluida la pobreza extrema. A través de la instalación de este Sistema, se han establecido las bases conceptuales, estructurales y administrativas para la gestión de un moderno **Sistema Nacional de Protección Social**.

Este Proyecto de Asistencia Técnica con el Banco Mundial, surge en el marco de la preocupación del Gobierno Chileno por fortalecer la gestión del Sistema de Protección Chile Solidario.

Es preciso señalar, que tal como se describe en el presente documento, el Sistema de Protección Social Chile Solidario, sienta las bases de sus posteriores iniciativas, producto de la mejora continua, con la creación del Sistema Intersectorial de Protección Social que institucionaliza el Subsistema de Protección a la Infancia "Chile Crece Contigo"[4], y creación del Subsistema Seguridades y Oportunidades, conocido como "Ingreso Ético Familiar"[5]. Es bajo este escenario que se desarrolla el Proyecto de Asistencia Técnica para la Protección Social que cuenta con financiamiento del Banco Mundial.

1.1 Características del préstamo:

Convenio de préstamo Nº 7211, suscrito con fecha 10 de mayo de 2004, para **"Proyecto de Asistencia Técnica para la Protección Social"**, Monto: Hasta US$10.710.000.-
Convenio de préstamo Nº 7803, suscrito con fecha 01 de octubre de 2009, para el **"Financiamiento Adicional al Proyecto de Asistencia Técnica para la Protección Social"**, Monto: Hasta US$3.000.000.-

2. OBJETIVOS DEL PROYECTO.

Apoyar la implementación del programa "Chile Solidario", para establecer las bases de un Sistema Nacional de Protección Social, posteriormente apoyar en el perfeccionamiento del Sistema, generando un trabajo integrado y multidisciplinario, dejando instaladas capacidades en el Estado de Chile y la sociedad en su conjunto, para facilitar la operación de un sistema que asegure a todos los chilenos el acceso a los mercados y redes sociales del país.

El préstamo, a través del proyecto, apoyó las acciones del Gobierno en cuatro áreas principales, las que se detallan a continuación.

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[1] Ley N°19.949/ 2004, que crea el Sistema de Protección Social Chile Solidario.
[2] Ley N°18.989 que crea el Ministerio de Planificación.
[3] Ley N°20.530 que crea el Ministerio de Desarrollo Social.
[4] Ley N°20.379/ 2009, que crea el Sistema Intersectorial de Protección Social y Subsistema de Protección a la Infancia "Chile Crece Contigo".
[5] Ley N°20.595/ 2012, que crea el Subsistema Seguridades y Oportunidades y el Ingreso Ético Familiar.

3. COMPONENTES DE PROYECTO DE ASISTENCIA TÉCNICA.

3.1 Sistema de Información de Protección Social (Líneas de Acción: Registro de Información Social, Implementación Nueva Ficha de Protección Social):

En el proyecto original de asistencia técnica para la protección social, se definió como objetivo de este componente, el diseño e implementación de un sistema de información para la protección social, incluyendo la realización de una campaña de información pública sobre el sistema, y la adquisición de hardware, software y servicios conexos necesarios. Todo ello, con la finalidad de contribuir a mejorar la implementación del Sistema Chile Solidario, a través de un eficiente uso de la información social, como herramienta estratégica del Sistema de Protección Social, y con el propósito de contar con un Sistema de Información de Protección Social que vinculara información de distintas instituciones.

Una vez implementado el Sistema Integrado de Información Social (SIIS según su sigla en español), el propósito fue aportar al mejoramiento continuo del Registro de Información Social (RIS por su sigla en español), ampliando sus funcionalidades y desarrollando procedimientos, estándares y reglas de operación. Para el 2010, junto con la mejora continua de este Sistema, se inició el diseño y la implementación de un nuevo instrumento de focalización y estratificación social, el cual tiene como misión contribuir al mejoramiento, fortalecimiento e institucionalización del Sistema Intersectorial de Protección Social, generando capacidades técnicas para la gestión de este sistema.

Bajo este contexto, el proyecto de Banco Mundial, apoyó el logro de los objetivos, principalmente, a través del financiamiento para:

- Estudio de un diseño conceptual, lógico y físico para la puesta en marcha del sistema de información de protección social, esto es, diagnóstico de la información de la cual disponen las instituciones, para posteriormente, construir la estructura de intercambio y modelo de estandarización de la información, suscribiendo acuerdos con dichas instituciones para el intercambio de información con el Ministerio.
- Implementación de una plataforma informática que permitiese el funcionamiento continuo de la base de datos del instrumento de estratificación social, denominado "Ficha de Protección Social" (FPS por su sigla en español).
- Implementación de un sistema con módulos de registro y monitoreo de programas, en permanente desarrollo y mantención (Sistema Integrado de Información Social).
- Desarrollo de capacitaciones para los funcionarios del nivel regional y local, respecto de las nuevas plataformas, registros de información, instrumento de estratificación social y encuestas.
- Implementación de la primera etapa denominada "Registro de residentes" del nuevo instrumento de estratificación social, denominado "Ficha Social" (FS por su sigla en español), a través de la contratación de Analistas Back Office, Analistas de Fiscalización y Analistas de Sistemas de Información.

Los principales logros obtenidos con el desarrollo de este componente fueron:

- Se concretó lo definido en el proyecto original, esto es, el acuerdo entre distintas instituciones y este Ministerio, para intercambiar información social, a través de la suscripción de convenios de colaboración y conectividad, con 345 Municipalidades y 38 Instituciones o Servicios Públicos (Anexo 5). Además, con la finalidad de resguardar adecuadamente la privacidad de las personas y la calidad de los datos, se generaron mecanismos seguros de trasferencia de información. Adicionalmente

hay que mencionar que el RIS ha recibido un fuerte impulso a través de la nueva ley N° 20.530 que crea al Ministerio de Desarrollo Social, esta ley señala en su artículo 3°[6], letra s) que el Ministerio podrá "Solicitar a los demás ministerios, servicio o entidades públicas la entrega de la información disponible y que el Ministerio de Desarrollo Social requiera para el cumplimiento de sus funciones. Los ministerios, servicios o entidades públicas deberán proporcionar esta información oportunamente".

- Se concretó lo definido en la ampliación del proyecto, en cuanto al diseño e implementación de una plataforma tecnológica computarizada, SIIS, para apoyar la gestión del sistema de protección social. En la práctica el Sistema Integrado de Información Social se traduce en un sitio web (http://siis.ministeriodesarrollosocial.gob.cl/) que contiene información social proveniente de las siguientes fuentes de información: *Ficha de Protección Social, Chile Solidario, Chile Crece Contigo y Registro de Información Social.*
  El Registro de Información Social fue creado por la ley N° 19.949, que señala en su artículo 6º[7] "Créase un registro de información social, diseñado, implementado y administrado por Mideplan", cuya finalidad será proveer de la información necesaria para: la asignación y racionalización de las prestaciones sociales que otorga el Estado; el estudio y diseño de políticas, planes, programas y prestaciones sociales, como asimismo, de planes de desarrollo local; y de los análisis estadísticos que la administración de las prestaciones sociales requieran".

  Para dar cumplimiento a la ley indicada, el RIS ha creado en la práctica un sistema, con la finalidad de almacenar dos tipos de bases de datos con información de las personas:
  a) Por una parte se mantienen bases de datos administrativas provistas por los distintos organismos del Estado, lo que permite concentrar información de las personas y familias que viven en Chile, esto a su vez permite verificar la información que estas familias entregan en los municipios y a las distintas instancias estatales cuando solicitan algún beneficio o bien cuando solicitan se les aplique el instrumento de estratificación social vigente.
  b) Por otra parte, se mantiene un registro de beneficios sociales que permite visualizar fácilmente cuántos y qué beneficios ha recibido una familia o persona históricamente. Ambos tipos de bases permiten hacer los cruces necesarios para satisfacer los requerimientos que indica la ley.

- Se ejecutaron actividades durante el año 2012 que permitieron, informar de la nueva Ficha Social a funcionarios del nivel nacional, regional, provincial y local, mediante el desarrollo de actividades organizadas y realizadas descentralizadamente. Con este Plan, se logró capacitar a los Encargados

[6] Artículo 3º.- Corresponderá al Ministerio de Desarrollo Social las siguientes funciones y atribuciones: s) Solicitar a los demás ministerios, servicios o entidades públicas la entrega de la información disponible y que el Ministerio de Desarrollo Social requiera para el cumplimiento de sus funciones. Los ministerios, servicios o entidades públicas deberán proporcionar esta información oportunamente. De no encontrarse disponible la información requerida, los ministerios, servicios o entidades públicas podrán solicitar la colaboración de otras entidades del Estado. Las demás unidades evaluadoras que existan o se creen en otros Ministerios, antes de solicitarla directamente, deberán consultar al Ministerio de Desarrollo Social la existencia de la información que estudian requerir de los demás ministerios, servicios o entidades públicas obligadas a informar al tenor de esta ley. El Ministerio de Desarrollo Social deberá colaborar con dichas unidades evaluadoras para efectos de que puedan acceder, de conformidad a la normativa vigente, a la información que requieren.

[7] Artículo 6º.- Créase un registro de información social, diseñado, implementado y administrado por MIDEPLAN, cuya finalidad será proveer de la información necesaria para la asignación y racionalización de las prestaciones sociales que otorga el Estado; el estudio y diseño de políticas, planes, programas y prestaciones sociales, como asimismo, de planes de desarrollo local, y de los análisis estadísticos que la administración de las prestaciones sociales requieran.
El registro contendrá los datos de las familias e individuos que actual o potencialmente sean beneficiarios de prestaciones y programas públicos, de los beneficios que obtengan de los mismos, los montos que perciban por estos conceptos, las causales por las cuales tengan la calidad de beneficiarios y de sus condiciones socioeconómicas, de acuerdo a la información de que disponga MIDEPLAN y de la que a su requerimiento le deberán proporcionar las demás entidades públicas y las que administren prestaciones sociales creadas por ley.
La información contenida en este registro estará disponible para las municipalidades, en lo correspondiente a los datos relativos a la respectiva comuna, y para las instituciones que administren programas o prestaciones sociales, para fines de la administración de los mismos.

Comunales y Encuestadores de las 345 comunas que conforman el país. Además en las 15 regiones se realizaron actividades de información de la nueva Ficha Social, a cargo de los Encargados Regionales y reuniones realizadas por las distintas Secretarías Regionales Ministeriales de Desarrollo Social con organizaciones sociales, instituciones y ciudadanía en general.

- Se implementó un Plan de capacitación presencial sobre la nueva Ficha Social, dirigido a funcionarios del nivel regional y local, realizado descentralizadamente, logrando capacitar durante el 2012, a más de 1.500 personas a lo largo del país, llegando así a cubrir todo el territorio nacional.

- Se capacitó e informó sobre la nueva Ficha Social, a profesionales de las distintas áreas de la División de Focalización: Encuestaje, Fiscalización, Atención Ciudadana, y Procesos, Análisis y Puntaje, con el objetivo de generar un piso mínimo común de conocimientos, sobre el nuevo instrumento de estratificación social, entrega de información sobre la marcha y avances del proceso, la evaluación de las actividades programadas a nivel central, además de actividades específicas orientadas al fortalecimiento del trabajo en equipo y de alineamiento con los objetivos estratégicos de la División.

- Se ejecutó un Plan de capacitación presencial a Encargados Comunales de la Ficha Social, para orientarlos en los procesos de aplicación de ésta y registro de datos en la plataforma informática, a través del funcionamiento de la Mesa de Ayuda y de la coordinación realizada desde el Área de Encuestaje con cada una de las regiones y comunas. Mediante estos mecanismos, y en conjunto con el envío periódico de Orientaciones Técnicas e Instrucciones, se fueron transfiriendo a los responsables en el nivel regional y local, los contenidos y procedimientos, para asegurar estándares de calidad en la implementación del nuevo instrumento de estratificación social.

- Se mejoró y se realizó un proceso de mantención del sistema de registro y consulta de la Ficha Social, para el funcionamiento de la base de datos de la nueva Ficha Social, a través del diseño y desarrollo de funcionalidades computacionales, para cada una de las ocho herramientas principales que contempla la implementación de la Plataforma Computacional. En resumen, de las 20 funcionalidades planificadas, se terminaron 13 y las otras restantes 7 están presupuestadas para 2013[8].

- Se implementó la primera etapa -"Registro de residentes"- de la nueva Ficha Social en los Municipios. Durante el 2012 el 99,1% de las comunas aplicaron Formulario de Registro de Residentes (FRR) y FS. (En 2013 el 100% de las comunas aplican tanto FRR como FS).

- Se mantiene un registro de las encuestas aplicadas con el nuevo instrumento de estratificación social, en la plataforma informática del sistema. Al 31 de Diciembre de 2012 se aplicaron 1.085.946 FRR y 824.324 FS, la meta en 2012 eran 5.781 FRR.

Como conclusiones y proyecciones, podemos señalar que ha sido posible dar solución a unas de las problemáticas que esta área presentaba al momento de formular el Proyecto de Asistencia Técnica, en cuanto a la falta de comunicación, articulación y dialogo de los distintos sistemas de información, pues actualmente se cuenta con una plataforma que incluye información social de distintas instituciones y servicios públicos, promoviendo el intercambio de información sobre las características civiles, sociales y socioeconómicas de la población actual y beneficiarios potenciales de los programas sociales, de esta forma se fortalece la red, lo que permite a su vez, dar respuestas adecuadas a problemas tales como carencia de estándares comunes, duplicidad en la generación de información, poca flexibilidad para el intercambio y dificultades relacionadas con la interoperabilidad de la información. Se espera que con la exigibilidad que la

[8] Ver anexo N°4.

norma vigente establece, en cuanto a la obtención de todos los datos que se disponen en los distintos sistemas estatales, se obtenga colaboración y trabajo coordinado con las instituciones que forman parte de la Red Social, para que a través de la obtención de información más íntegra y oportuna, mejore la implementación y focalización de las políticas sociales del país.

3.2 Capacitación de Unidades participantes del Sistema Chile Solidario y del Sistema de Protección Social (Líneas de acción: Formación y Capacitación, Equipamiento y Fortalecimiento Municipal).

El objetivo de esta capacitación fue fortalecer las capacidades ministeriales y sectoriales, a nivel central y regional, para desarrollar, implementar y supervisar el Sistema de Protección Social, y fortalecer la capacidad de todos los actores institucionales involucrados en la implementación del Sistema Chile Solidario, en su interacción con los beneficiarios del sistema.

Debido a la dinámica de operación del Proyecto de Asistencia Técnica y de sus objetivos, este componente de capacitación requirió insumos provenientes de los otros tres componentes del proyecto, y para su desarrollo se conformó la Unidad de Capacitación y Asistencia Técnica del Ministerio, la cual a su vez se coordinó con la Unidad de Formación y Capacitación del Programa Puente perteneciente al Fondo de Solidaridad e Inversión Social (Fosis).

Las capacitaciones realizadas, abordaron distintas líneas de acción, tales como capacitación en sistema integrado de información social, capacitación en sistema de monitoreo, seguimiento y evaluación, capacitación al fortalecimiento institucional Chile Solidario, actividades de capacitación interna, y capacitación de ejecutores directos Chile Solidario. Para este último punto, el Ministerio suscribió un convenio con Fosis, siendo financiado por el Proyecto de Asistencia Técnica el Sistema de Formación, Capacitación y Acompañamiento de las Unidades de Intervención Familiar del Programa Puente, lo que se denominó como "Comunidad de Aprendizaje".

La *Comunidad de Aprendizaje Puente*, participó en encuentros con integrantes del programa Puente, principalmente en dos tipos: Jornadas de Actualización y Jornadas Zonales. Las Jornadas de Actualización, correspondieron a encuentros con Apoyos Familiares y Jefes(as) de Unidades de Intervención Familiar de todo el país, para discutir, analizar y reflexionar sobre la práctica, poniendo especial énfasis en los contenidos relacionados con la metodología de intervención Puente y las dimensiones del vínculo entre el Apoyo Familiar con las familias. Las Jornadas Zonales permitieron además, una activa interacción entre coordinadores de los componentes de la Comunidad de Aprendizaje y los Encargados Zonales, Regionales y Provinciales del Programa Puente, particularmente respecto de las oportunidades y compromisos de formación y capacitación.

Este Sistema de Formación, Capacitación y Acompañamiento contó con una plataforma de e-learning, a través de la cual se ofrecieron cursos y talleres en línea, para funcionarios y funcionarias ejecutores de programas sociales, particularmente aquellos relacionados con Chile Solidario, y el funcionamiento de redes municipales de protección social. Todo ello permitió la capacitación de al menos 1.500 personas, entre ellas, apoyos familiares, jefes de la Unidad de Intervención Familiar y profesionales de Fosis.

Con el financiamiento adicional fue posible incrementar las acciones de formación y capacitación de recursos humanos para la protección social, incorporando acciones educativas para los ejecutores de las prestaciones contempladas en el Subsistema Chile Crece Contigo, y especialmente para los ejecutores municipales de las acciones y prestaciones que contempla el Sistema Intersectorial de protección Social. Estas capacitaciones realizadas a funcionarios, ejecutores e instituciones, pertenecientes a la Red de Protección Social (red institucional de provisión de servicios a usuarios del sistema), se complementaron con la implementación de una plataforma de gestión de programas sociales, denominada COGNOS,

automatizando los procesos, habilitando y capacitando a los usuarios, y en los últimos años, facilitando la implementación del Subsistema de Seguridades y Oportunidades, conocido como Ingreso Ético Familiar.

El financiamiento obtenido por el convenio de préstamo, permitió:

- Realización de auditoría metodológica, a nivel nacional, por la Facultad de Ciencias Sociales de la Universidad de Chile.
- Realización de talleres para Jefes(as) de Unidades de Intervención Familiar y Apoyos Familiares, para fortalecer habilidades y competencias de gestión.
- Realización de Jornadas de Actualización y Jornadas Zonales, descritas anteriormente.
- Diseño e Implementación de una plataforma web que impartió cursos respecto a temáticas tales como: "Auto cuidado y salud mental", "Alcoholismo, familia y pobreza", "Emprendimiento y generación de ingresos", "Mediación familiar", "Resolución no violenta de conflictos", "Intervención en crisis", "Sexualidad, intimidad y pobreza", "Género y pobreza", "Drogas, familia y pobreza", "Redes sociales, Empleabilidad y pobreza".
- Contratación de consultorías individuales de Coordinador de Desarrollo Business Process Modeling Notation, Desarrollador Business Process Modeling Notation 1, Desarrollador Business Process Modeling Notation 2, Analista Subsidio y Transferencias Monetarias, todo ello con la finalidad de apoyar la implementación y uso de la plataforma de gestión de programas sociales.
- Contratación de Consultoría Individual "Apoyo Mesa de Ayuda Sistema División de Promoción y Protección Social".
- Diseño e implementación de la plataforma web, software de inteligencia de Negocios COGNOS, con la habilitación de módulos por los distintos programas sociales.
- Realización de capacitaciones para el uso del software de inteligencia de Negocios COGNOS, a funcionarios del Ministerio.

En cuanto a la consecución de los objetivos y principales productos originados con el desarrollo de este componente, podemos mencionar:

- Capacitación de al menos 1500 personas (Apoyos Familiares, Jefes de la Unidad de Intervención Familiar y profesionales del Fosis).

- Capacitación al equipo técnico del Ministerio, en herramientas de inteligencia de negocios. Específicamente en la utilización de la herramienta Report Studio y Query Studio.

- Instalación de capacidades para la generación de reportes que permiten mejorar la actual gestión de los programas sociales, manteniendo al equipo capacitado, y en especial para la implementación del Ingreso Ético Familiar.

- Conformación de un equipo encargado de la administración tecnológica para dar soporte y mantención a la plataforma de gestión de procesos. En este momento se están realizando las configuraciones del ambiente de desarrollo, en el cual se está implementando un proceso Piloto asociado a la etapa de Diagnóstico del ingreso ético familiar que incluirá: Contacto Inicial, Diagnóstico, Elaboración plan de intervención, Apoyo Psicosocial, Apoyo Socio laboral.

- Emisión de Manual de Capacitación, Manual de Procesos "Contacto Inicial", emisión de documento de Procesos Contacto Inicial, Diagnóstico, Plan de Intervención, emisión de documento de Procesos Apoyo Psicosocial, Procesos Apoyo Socio laboral.

- Contar con información en línea de aproximadamente el 60% de los programas gestionados por la División de Promoción y Protección Social.

Considerando el supuesto formulado en el Proyecto de Asistencia Técnica, esto es, que los sistemas de información no son útiles si el conocimiento o los datos que lo alimentan, o que se producen, no son los adecuados, podemos señalar que los principales aprendizajes adquiridos durante el desarrollo de este componente, tienen relación con el hecho que efectivamente los datos no son de utilidad por si solos, y que es indispensable para la institución contar con profesionales con conocimientos, metodologías y herramientas de trabajo actualizados que permitan utilizar de manera eficiente la información captada, mejorando de esta forma su productividad y efectividad. Se espera con la continuidad de este trabajo contribuir a la desconcentración de la ejecución de los procesos, para permitir una mayor eficiencia en el desarrollo de los programas sociales, anticiparse a los problemas y tener la capacidad de interpretar focos de atención, mejorar la calidad de los indicadores, desde la estrategia a la operación.

3.3 Sistema de Análisis, Evaluación y Supervisión de los Programas y Políticas sociales (Líneas de acción: Sistema Integrado de Evaluación y Seguimiento Chile Solidario - Análisis, Evaluación y Monitoreo - Estudios y Evaluación).

Con el desarrollo de este componente, se buscó el fortalecimiento de la capacidad del Ministerio para cuantificar el impacto de Chile Solidario y Chile Crece Contigo, mediante:
1) El diseño de un sistema integrado de seguimiento de los procesos de gestión y resultados parciales de Chile Solidario;
2) La evaluación de la eficiencia de determinados programas de Chile Solidario para atender las necesidades de los beneficiarios de Chile Solidario;
3) La evaluación del impacto de Chile Solidario en las familias en situación de extrema pobreza, incluidos entre otros, los pueblos indígenas, y la realización de encuestas de hogares necesarias para efectuar dicha evaluación; y
4) El diseño e implementación de consultas a organizaciones comunitarias de determinadas áreas para evaluar la implementación de Chile Solidario.

El propósito fue que actores institucionales que formulan políticas y/o que ejecutan programas asociados al Sistema Chile Solidario, pudiesen contar con un sistema de evaluación de impacto, de programas y de gestión, monitoreo y seguimiento, que entregue antecedentes fundados que faciliten y mejoren la calidad de sus decisiones.

En el contexto del desarrollo de este componente, las líneas de trabajo que se ejecutaron, fueron las siguientes:

- Consultoría de la Universidad de Chile, desarrollada en el año 2005, Evaluación N°1 de Sistema Chile Solidario.
- Consultoría de la Universidad Bolivariana, desarrollada durante el 2006, mediante la cual se evaluó la instalación de un modelo piloto de participación ciudadana para el Sistema de Protección Social Chile Solidario.
- Consultoría de la Universidad Bolivariana, desarrollada durante el 2006, para el análisis y propuesta de pertinencia étnica al sistema de protección social chile solidario en poblaciones indígenas.
- Consultoría para la aplicación y toma de encuestas panel a hogares beneficiarios y controles del Sistema de Protección Social Chile Solidario. Contempló las actividades referidas a la toma de encuestas en terreno y pre-test, diseño gráfico y reproducción de cuestionario y manuales, definición de muestras, desarrollo de capacitaciones, contratación de encuestadores y organización del trabajo en terreno, bases de datos, validación de resultados y elaboración de informes.
- Estudio efectuado en el año 2009 denominado "El Sistema Chile Solidario en la Trayectoria de la Política Social de Alivio y Superación de la Pobreza de Chile en las dos últimas Décadas", el cual entregó una breve mirada de cómo se insertó el Sistema Chile Solidario en la política social desde el año 1990 al 2006, esto es, enfoque de la pobreza, prioridades de la estrategia social, iniciativas emblemáticas en el tema de la pobreza e indigencia, y las proyecciones en el gobierno de esa

época. No entrego cifras sobre trayectoria y características de la pobreza, pero si relevó avance en el diseño y evaluación de programas y sistemas de información integrados.

- Evaluaciones de impacto del Sistema Chile Solidario, basadas en Encuesta Panel Chile Solidario (2003-2006), determinando cobertura de entrada al sistema, estadísticas descriptivas de la primera cohorte, del año 2002, número de hogares en evaluación de impacto Chile Solidario, cambios en los ingresos e índices de viviendas.
- Evaluación del Impacto de proveer apoyo psicosocial a familias en extrema pobreza y aumentar su acceso a servicios sociales. El impacto del programa es significativo en la captura de subsidios y en la utilización de servicios sociales, consecuente con el primer objetivo del programa. La evaluación muestra ganancias en el bienestar de los hogares en las dimensiones de habitabilidad y educación, especialmente en asistencia pre-escolar.
- Plan para la Población Indígena (2009-2011), el cual tuvo por objetivo reflejar la pertinencia étnica de las acciones del programa de trabajo en el financiamiento adicional al préstamo de Asistencia Técnica del Banco Mundial, para el apoyo al Sistema de Protección Social, Chile Solidario y Protección Integral a la Infancia, Chile Crece Contigo.
- Asesorías por tema de discapacidad y género, identificación de necesidades especiales de protección y estudio de necesidades de fortalecimiento de oferta programática.
- Contratación de servicios para el estudio de fidelidad y evaluación de procesos - evaluación de Impacto Nadie es Perfecto (NEP[9]): Sub estudio 2: "Análisis de calidad de implementación de la oferta: Dinámica de grupos NEP Básico e Intensivo". El objetivo principal de este estudio fue evaluar en terreno la calidad de la implementación del programa Nadie es Perfecto, usando para ello la videograbación de sus sesiones. Los principales resultados se describen a continuación: Evidencia de que los facilitadores que participaron en este estudio cumplen con los estándares de calidad descritos en los manuales de formación de los facilitadores, la interacción que se observa en los talleres promueve la calidez emocional en la sesión, una escucha respetuosa e interés en los temas relativos a la crianza, se refleja la estrecha asociación que existe entre el desempeño del facilitador, sus habilidades comunicativas para conducir el taller y la calidad de la interacción que se genera entre los participantes.
- Contratación de seis consultorías: Entrenadoras Equipo "Juguemos con Nuestros Hijos" para Nadie es Perfecto Intensivo. El objetivo de estas contrataciones fue el de proveer entrenamiento y seguimiento a los facilitadores elegidos para el NEP intensivo. El programa NEP básico se compone de 6 a 8 sesiones educativas a grupos de padres y madres. La versión intensiva de NEP, agrega dos sesiones adicionales al NEP básico, en las cuales se incluye la interacción directa entre padres, madres y sus hijos.
- Contratación de dos consultorías: "Encuestador Telefónico", en el marco del estudio de fidelidad y evaluación de procesos - Evaluación de Impacto Nadie es Perfecto: Sub estudio 1: "Encuesta de autorreporte al Facilitador: análisis cuantitativo de proceso de implementación y cumplimiento de objetivos". El objetivo de la contratación de dos encuestadores telefónicos fue contactar y entrevistar a los facilitadores participantes del estudio para apoyarlos en el proceso de recolección de datos del estudio de fidelidad, y aplicar una breve encuesta en el contexto del mismo estudio.

El desarrollo de los estudios, consultorías y evaluaciones que se describen anteriormente, permitieron contar con información actualizada para analizar el impacto del sistema Chile Solidario y diseñar metodologías de evaluación y de monitoreo continuo de los programas que conforman el Sistema Intersectorial de Protección Social, tanto relacionados con Chile Solidario como con Chile Crece Contigo, y de esta forma realizar los ajustes necesarios, a medida que avanzaran en su implementación y ejecución.

[9] Nadie es Perfecto es un taller para fomentar las habilidades de crianza en padres, madres y cuidadoras(es) de niños/as de 0 a 5 años. Consiste en encuentros grupales o asesorías personales, dirigidos a compartir experiencias de crianza en familia, aprender de otros y recibir orientaciones en problemas frecuentes para fortalecer el desarrollo de niños y niñas. El taller es realizado por un profesional entrenado como Facilitador, quien maneja la metodología de Nadie es Perfecto y se ejecuta en los Servicios de Salud.

3.4 Fortalecimiento del Rol Gestor del Ministerio en un Sistema de Protección Social (Líneas de acción: Fortalecimiento Institucional, Diseño y Piloto de Nuevas Metodologías de Intervención Psicosocial (Chile Oportunidades)).

Para el desarrollo de este componente se definió:
1) Creación y fortalecimiento de las unidades técnicas, y remodelación menor, reamoblamiento y equipamiento de las oficinas necesarias para el funcionamiento de dichas unidades;
2) Realización de un análisis de las fortalezas y debilidades de la División Social del Ministerio, y formulación de una propuesta para la restructuración de dicha División Social que permitiese apoyar más eficientemente la coordinación e instalación de Chile Solidario y del Sistema de Protección Social del Ministerio; y
3) Realización de estudios sobre materias relacionadas con la implementación de Chile Solidario, incluida, entre otras cosas, la revisión de la situación de las necesidades básicas y el Índice de Desarrollo Humano de los pueblos indígenas, y sus requerimientos de servicios públicos.

En el origen del proyecto de asistencia técnica, el logro de estos objetivos (institucionalizar y hacer sustentables en el tiempo, las funciones y roles dentro del Ministerio para apoyar la gestión del Sistema de Protección Social Chile Solidario), tuvo el propósito de reforzar y perfeccionar el proceso de instalación y puesta en marcha del Sistema Chile Solidario. Con la ampliación del proyecto de asistencia técnica, se buscó aportar a la generación de capacidades institucionales entre los operadores del Sistema apoyando la formación de habilidades y generación de competencias en todos los niveles territoriales, esto es, en los niveles regionales y provinciales de Gobierno, así como también en las Municipalidades, con el propósito de darle continuidad y facilitar el funcionamiento en régimen de los Subsistemas de Protección Social Chile Solidario y Chile Crece Contigo, y sus iniciativas, con el cumplimiento de estándares técnicos y operativos que permitan la institucionalización de su modelo de gestión.

Posteriormente, con la creación del Subsistema de Seguridades y Oportunidades, para este componente se definió como objetivo contribuir a la superación de la pobreza extrema, mediante la elaboración de nuevas metodologías de intervención que contribuyan a que personas y familias en situación de extrema pobreza mejoren su calidad de vida a través del aumento de sus ingresos autónomos y del fortalecimiento del capital humano, social, físico, financiero y familiar, a través de programas de acompañamiento en la línea psicosocial y socio laboral, complementados con transferencias monetarias y prestaciones de programas sociales.

En el marco de las actividades definidas en el proyecto de asistencia técnica, para el desarrollo de este componente, con los recursos del convenio préstamo Banco Mundial, fue posible:

- Contar con recursos para la habilitación o remodelación de estaciones de trabajo pertenecientes a las unidades, departamentos y divisiones operativas de apoyo al Sistema de Protección Social Chile Solidario, y sus iniciativas.
- Desarrollar consultoría denominada "Sistematización y análisis de gestión regional, aplicación Chile Solidario".
- Diseño del portal ciudadano por derechos sociales "Red Protege", como parte de la estrategia de difusión y comunicación.
- Realización de talleres interregionales por el Programa Abriendo Caminos, Seminario internacional por personas en situación de Calle y Encuentro nacional para el Sistema de Protección Integral a la Infancia Chile Crece Contigo.
- Impresión de material de difusión, comunicación y educativo, emisión de manuales operativos.
- Auditorías de calidad a la intervención del programa de apoyo a la producción familiar para el autoconsumo.
- Estudio de necesidades de fortalecimiento de la oferta programática de apoyo condiciones mínimas de dinámica familiar en el Sistema de Protección Social, estudio sobre discapacidad y genero,

necesidades especiales de protección y asistencia de mujeres con discapacidad y mujeres cuidadoras de personas con discapacidad.

- Contratación de recurso humano (Consultor Programa Apoyo Psicosocial, Psicólogo Apoyo Programa Psicosocial, Consultor Programa Socio laboral, Terapeuta Ocupacional y Metodólogo), destinados a apoyar el diseño de los programas Eje, Socio laboral y Psicosocial del Ingreso Ético Familiar.

En cuanto a los logros alcanzados con el desarrollo de este proyecto, podemos mencionar en términos generales:

- Diseño y funcionamiento de la Secretaría Ejecutiva del Sistema Chile Solidario[10], responsable de la administración, seguimiento y evaluación de la implementación del Sistema de Protección Social, apoyándola con uso de tecnologías de información de última generación para la identificación oportuna y eficiente de los beneficiarios del sistema, capacitando y perfeccionando a los participantes del sistema, con constante monitoreo y evaluación del sistema.
- Reformulación y modificaciones que han permitido mejorar el modelo de gestión de la División Social[11], a través de los mejores procedimientos y prácticas institucionales, asumiendo e incorporando de forma más eficiente los nuevos temas asociados a la ejecución del Sistema, y sus respectivos Subsistemas.
- Instalación de capacidades en los profesionales del Ministerio y en otros organismos, mejorando la coordinación de las políticas de protección social, articulando acciones concretas que se llevan a cabo en las distintas Divisiones del Ministerio que apoyan directamente o indirectamente al Sistema de Protección Social, logrando además de vinculación directa en los distintos niveles territoriales a través de la experiencia con servicios públicos regionales, provinciales y locales, función que actualmente se radica en las Secretarías Regionales Ministeriales, lo que a su vez permite optimizar y readecuar la oferta pública, haciéndola pertinente al Sistema de Protección Social, en aquellos aspectos factibles a nivel regional.
- Del mismo modo, el desarrollo de este componente de fortalecimiento, aportó al monitoreo y seguimiento de las acciones ejecutadas por el Programa de Fortalecimiento de la Gestión Provincial de Chile Solidario, el cual ha permitido habilitar a las gobernaciones para que apoyen la gestión del Sistema de Protección Social en las comunas de su jurisdicción, en el ámbito de cobertura, egreso exitoso y reforzar el rol de coordinación y articulación de los servicios públicos.
- En otro ámbito, se ha logrado fortalecer a los municipios en la implementación a nivel local del Sistema de Protección Social, proporcionando herramientas, tales como: apoyo en la formulación de planes de integración de programas y servicios sociales, apoyo en las tareas adquiridas por los municipios para el seguimiento de las familias invitadas y participantes, entrega de asistencia técnica puntual o permanente a las Unidades de intervención familiar para la gestión de acciones en torno al Sistema de Protección Social.
- Considerando lo anteriormente expuesto, ha sido posible el fortalecimiento de la oferta pública para la protección social, lo que se refleja en los convenios de transferencia y colaboración que son administrados actualmente por el Ministerio[12], los que son producto del diseño e implementación de programas sociales, que cuentan con sus respectivos documentos de diagnóstico, documentos de metodología, normas técnicas y estrategias de intervención, y que han hecho posible avanzar y mejorar en la focalización de las políticas sociales del país, reflejando un importante aumento en los usuarios del **Sistema Nacional de Protección Social**[13].

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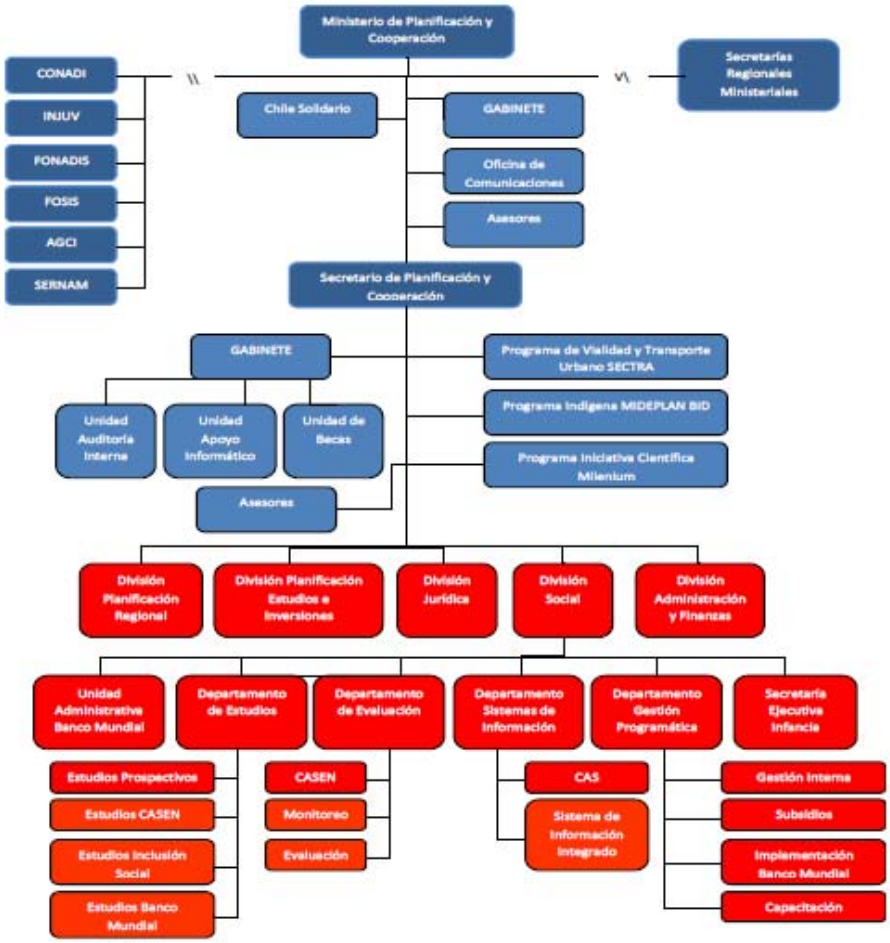
[10] Actualmente el Ministerio de Desarrollo Social cuenta con dos Subsecretarías: de Servicios Sociales y de Evaluación Social, teniendo ambas funciones que previamente tuvo a su cargo la Secretaría Ejecutiva (ver anexo N°1).
[11] Actual División de Promoción y Protección Social (ver anexo N°1).
[12] Programas Sociales pertenecientes al Subsistema Chile Solidario, Subsistema Chile Crece Contigo, Subsistema de Seguridades y Oportunidades (ver anexo N°3).
[13] Evolución de Coberturas Chile Solidario (ver anexo N°2).

Anexo N°1

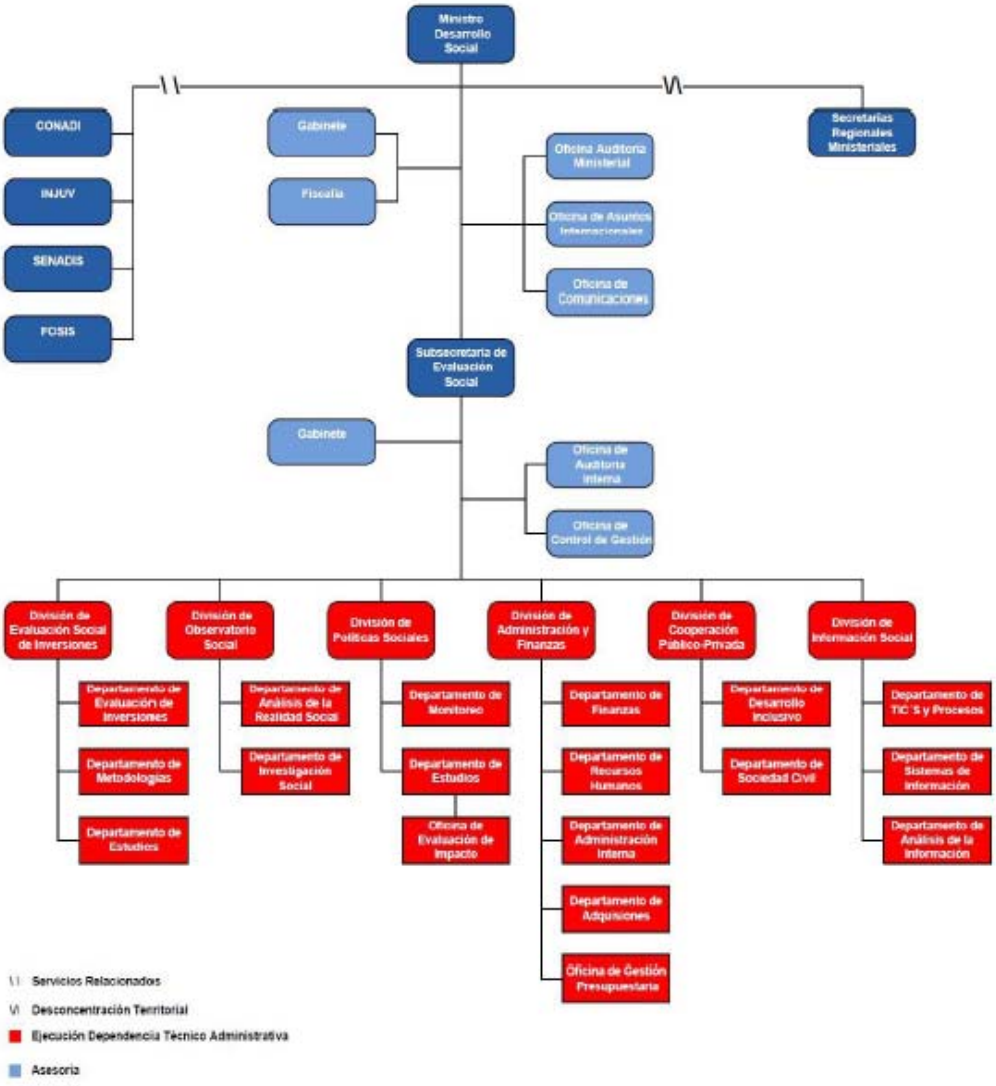
Organigrama Ministerio de Planificación[14]



[14] Ley N°18.989 que crea el Ministerio de Planificación. Organigrama establecido en Manual Operativo del Proyecto Integración Asistencia Técnica para la Protección Social, aprobado por Resolución Exenta N°01225/ 2004.

Organigrama Ministerio de Desarrollo Social[15]

[15] Ley N°20.530 que crea el Ministerio de Desarrollo Social. Organigrama establecido en Manual Operativo del Proyecto Integración Asistencia Técnica para la Protección Social, aprobado por Resolución Exenta N°0967/ 2013, en base a la propuesta de reglamento orgánico, en proceso de aprobación por parte de Contraloría General de la República.


Ministro Desarrollo Social
CONADI
INJUV
SENADIS
FOSIS
Gabinete
Fiscalía
Oficina Auditoría Ministerial
Oficina de Asuntos Internacionales
Oficina de Comunicaciones
Secretarías Regionales Ministeriales
Subsecretaría de Evaluación Social
Gabinete
Oficina de Auditoría interna
Oficina de Control de Gestión
División de Evaluación Social de Inversiones
División de Observatorio Social
División de Políticas Sociales
División de Administración y Finanzas
División de Cooperación Público-Privada
División de Información Social
Departamento de Evaluación de Inversiones
Departamento de Metodologías
Departamento de Estudios
Departamento de Análisis de la Realidad Social
Departamento de Investigación Social
Departamento de Monitoreo
Departamento de Estudios
Oficina de Evaluación de Impacto
Departamento de Finanzas
Departamento de Recursos Humanos
Departamento de Administración Interna
Departamento de Adquisiciones
Oficina de Gestión Presupuestaria
Departamento de Desarrollo Inclusivo
Departamento de Sociedad Civil
Departamento de TIC´S y Procesos
Departamento de Sistemas de Información
Departamento de Análisis de la Información
\\ Servicios Relacionados
/\ Desconcentración Territorial
Ejecución Dependencia Técnico Administrativa
Asesoría

Anexo N°2

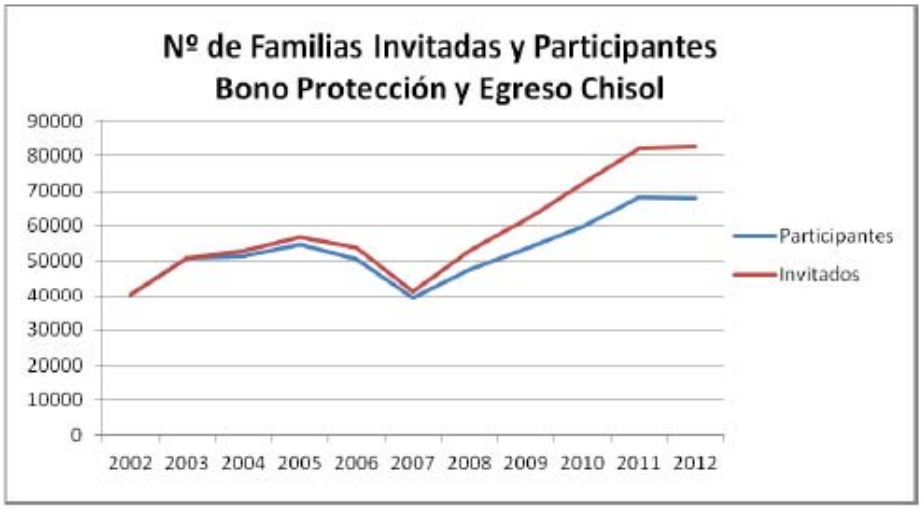
Evolución de Coberturas Chile Solidario y Chile Crece Contigo

- **Distribución de Familias Puente con Participación en el Sistema de Protección**

A continuación se presenta el detalle de familias invitadas y participantes del sistema de protección y egreso, correspondiente al periodo años 2002 al 2012.

Años	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Participantes(*)	40.731	50.804	51.512	54.732	50.763	39.671	47.616	53.577	59.637	68.126	67.867
Invitados	40.732	50.807	53.067	56.758	53.776	41.684	53.020	61.656	71.946	81.916	82.652

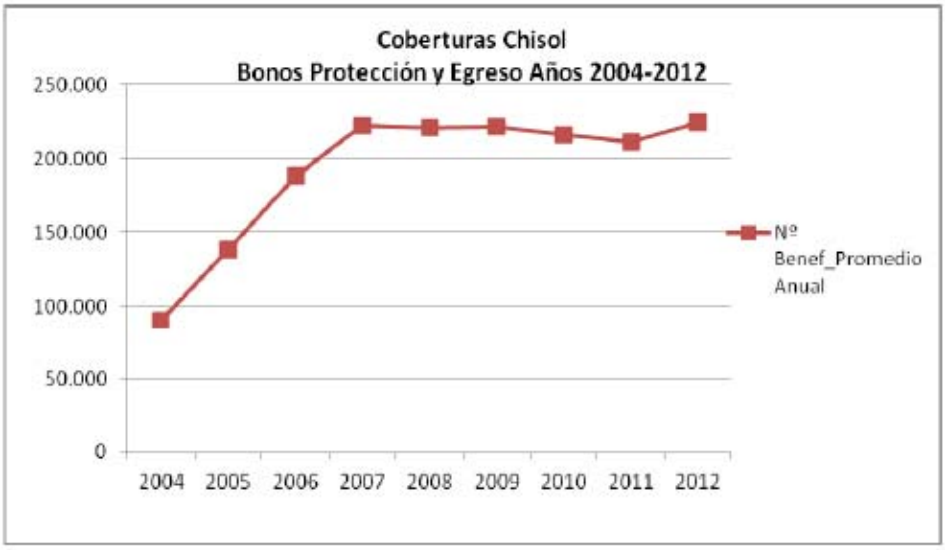
(*) La diferencia entre familias invitadas y participantes corresponde a las que no participan, inubicables o interrumpidas.



- **Coberturas Chile Solidario "Bono Protección y Egreso" años 2004 al 2012**

Como se puede apreciar en las cifras y el gráfico siguiente, el número de beneficiarios promedio que tuvieron acceso al pago de Bonos de Protección y Egreso, desde el inicio del proyecto de Asistencia Técnica al cierre del mismo, aumentó en un 150%, lo que se debe principalmente a la mejora continua de los sistemas de información, campañas publicitarias, capacitaciones a los equipos de trabajo, evaluaciones a los programas con mayor impacto, reorganización institucional, entre otros.

Año	2004	2005	2006	2007	2008	2009	2010	2011	2012
Nº promedio anual de beneficiarios	90.232	138.288	188.648	223.115	221.173	222.045	216.483	211.223	225.135



- **Programas Calle, Caminos y Vínculos**

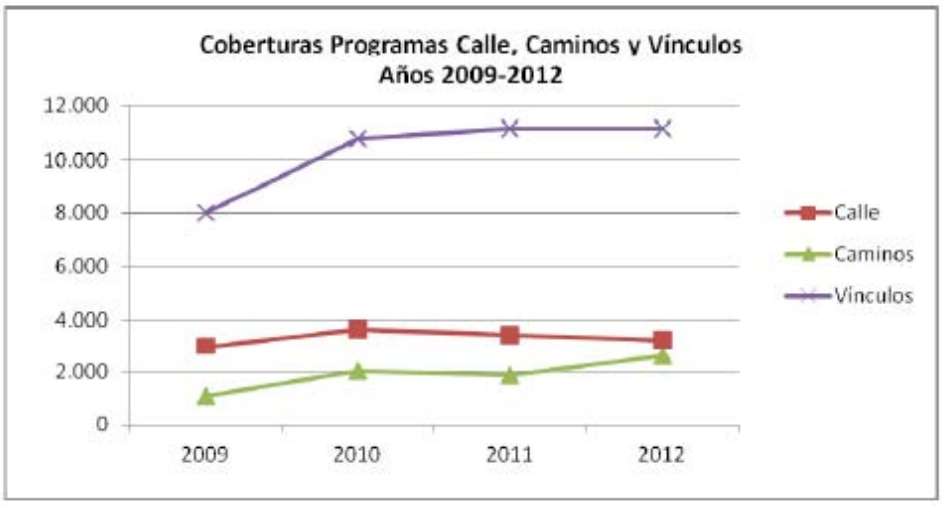
En el marco del Sistema Chile Solidario y la consolidación de la metodología de apoyo psicosocial personalizado, la cual fue altamente valorada por las familias, fue necesario revisar, observar y comprender como esta metodología aporta al mejoramiento de la calidad de vida de las familias, sin embargo, en esta revisión se identifican otros grupos de personas y familias para las cuales la metodología del Programa Puente no era pertinente, en este sentido la asistencia técnica del Banco Mundial, permitió generar insumos fundamentales para generar y diseñar programas para grupos vulnerables como: Adultos Mayores solos o acompañados por otra persona, personas en situación de calle, niños, niñas y adolescentes con un adulto significativo privado de libertad.

De acuerdo a lo anterior y considerando la diversidad de este grupo de personas, el desarrollo de metodologías diferenciadas y especializadas, fueron un producto estratégico para este Ministerio, lo que permitió llevar a cabo la generación de nuevas herramientas, adecuadas y pertinentes para el desafío de abarcar la diversidad de usuarios del sistema.

Con el resultado obtenido, se logró contar con experiencias innovadoras en cuanto al acompañamiento psicosocial e incorporar la vulnerabilidad con sus distintas dimensiones, no siendo el eje del problema solamente la "extrema pobreza".

El siguiente gráfico, muestra la cobertura de los Programas Calle, Caminos y Vínculos, correspondientes al periodo 2009-2012.

	Información de Coberturas			
Programas	2009	2010	2011	2012
Calle	3.012	3.662	3.443	3.274
Caminos	1.096	2.023	1.856	2.590
Vínculos	8.000	10.800	11.151	11.180



- **Chile Crece Contigo**

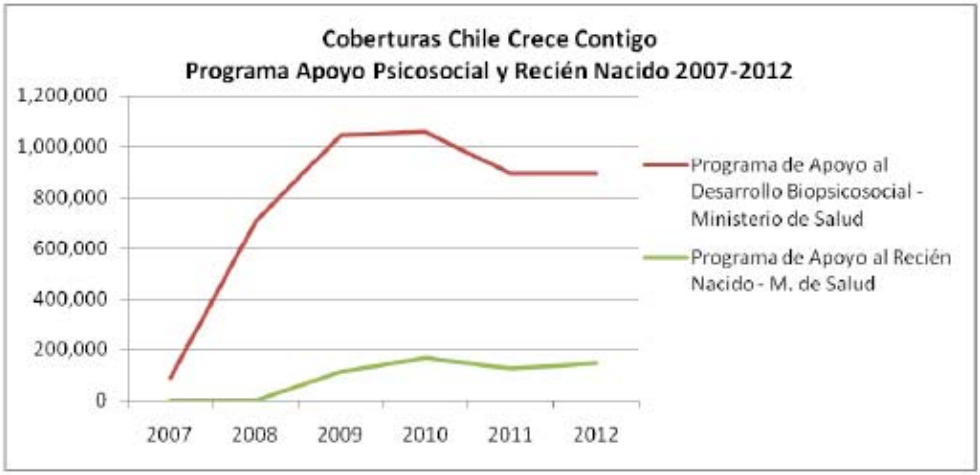
El Sistema de Protección Integral a la Infancia define desde su diseño e implementación inicial, una estrategia de evaluación y monitoreo de su instalación, componentes y resultados a corto, mediano y largo plazo; la cual se articula en función de los siguientes objetivos y sobre los cuales Banco Mundial aportó en su desarrollo:

- Proveer información de corto, mediano y largo plazo que sea de utilidad para la gestión pública.
- Generar antecedentes relevantes y pertinentes para el seguimiento de los avances y resultados de la implementación del Sistema Chile Crece Contigo.
- Analizar la implementación y el funcionamiento del Sistema de manera integral.
- Establecer que los efectos observados son resultado de la implementación del Sistema Chile Crece Contigo.

Como consecuencia de la diversidad de prestaciones y componentes del subsistema, se requiere utilizar una amplia gama de métodos de evaluación y monitoreo. Por lo tanto, la estrategia incluye métodos diferentes entre sí, pero que al considerarlos de manera conjunta proporcionan la información del Sistema que por sí solos no son capaces de capturar. En este sentido, es importante destacar el aporte de Banco Mundial para el desarrollo de los Estudios denominados "Consultoría a corto plazo para el entrenamiento y seguimiento de facilitadores NEP", orientado al desarrollo de competencias parentales dirigidos a padres, madres y cuidadores de niños entre 0 y 5 años que asisten al sistema de salud público de Chile y "Estudio de fidelidad y evaluación de procesos-evaluación de impacto Nadie es Perfecto: Subestudio 2", el cual tenía como objetivo analizar cualitativamente y en terreno la fidelidad de la entrega del programa NEP, de acuerdo con los objetivos y contenidos planificados para sus talleres, usando para ello la videograbación de sus sesiones.

La siguiente tabla y el respectivo gráfico, muestran las coberturas correspondientes al Programa Eje de Chile Crece Contigo, denominado "Programa de Apoyo al Desarrollo Biopsicosocial - Ministerio de Salud" y del "Programa de Apoyo al recién Nacido - M. de Salud", correspondientes al periodo 2007-2012.

Nombre Programático	Información de Coberturas						
	Tipo de Beneficiario	Año 2007	Año 2008	Año 2009	Año 2010	Año 2011	Año 2012
Programa de Apoyo al Desarrollo Biopsicosocial - Ministerio de Salud	Embarazadas en control prenatal	47,683	202,729	200,715	201,000	892,658	892,658
	Partos Anuales	40,119	160,643	171,373	171,811		
	Niñas y niños menores de 4 años en control de salud	0	343,109	674,925	685,575		
Programa de Apoyo al Recién Nacido - Ministerio de Salud	Recién nacidos en el sistema público de salud	NA	NA	111,208	165,267	123,535	144,529



Anexo N°3

- **Para el Subsistema Chile Solidario**

Convenios con Gobierno Central	Desde	Hasta
Fondo de Solidaridad e Inversión Social	2005	2013
INTEGRA - Subsecretaría de Educación	2005	2013
Programa Salud Oral - JUNAEB	2005	2013
Proempleo - Subsecretaría del Trabajo	2005	2013
Subvención Educacional Pro-Retención, Ley N° 19.873 - M. de Educación	2005	2013
Habilidades para la Vida y Escuelas Saludables - JUNAEB	2005	2013
Programa de Salud Chile Solidario - Fondo Nacional de Salud	2005	2013
Programa de Educación Prebásica - Subsecretaría de Educación	2005	2006
Programa de Educación Media - Subsecretaría de Educación	2005	2007
Programa de Ayudas Técnicas - FONADIS	2005	2013
PRODEMU - Servicio Nacional de la Mujer	2005	2005
Programas de Alimentación y Utiles Escolares - JUNAEB	2005	2013
Bono de Producción Agrícola y Familiar - INDAP	2005	2006
Programa de Educación Prebásica - JUNJI	2007	2013
Programa de Educación Media - JUNAEB	2008	2013

Convenios con Otras Entidades Públicas	Desde	Hasta
Mejoramiento Administración SAP	2005	2005
Proyecto Banco Mundial	2005	2012
Encuesta CASEN	2005	2013
Sistema Nacional CAS	2005	2006
Programa de Habitabilidad Chile Solidario	2005	2013
Programa de Identificación Chile Solidario	2005	2013
Bonos Art. 2° Transitorio, Ley N° 19.949	2005	2013
Programa de Apoyo Integral al Adulto Mayor Chile Solidario	2007	2013
Ficha de Protección Social	2007	2013
Supervisión y Seguimiento de la Gestión Territorial	2007	2009
Programa de Apoyo a Personas en Situación de Calle	2007	2013
Programa de Fortalecimiento de la Gestión Provincial Chile Solidario	2008	2008
Programa de Apoyo a Familias para el Autoconsumo	2008	2013
Programa de Apoyo a Niños(as) y Adolescentes con un Adulto Significativo Privado de Libertad	2009	2013
Programa Bonificación ley N° 20.595	2011	2013
Programa Piloto Salud Mental Chile Solidario	2011	2013
Centros para Niños(as) con Cuidadores Principales Temporeras(os)	2011	2013
Programa de Generación de Microemprendimiento Indígena Urbano Chile Solidario - CONADI	2011	2013

- **Para el Programa Sistema de Protección Integral a la Infancia (todos vigentes).**

Convenios con Gobierno Central

En el año 2007 se crearon los siguientes programas sociales:

Programa de Apoyo al Desarrollo Biopsicosocial - Ministerio de Salud	2007
Programa de Apoyo al Recién Nacido - Ministerio de Salud *	2007
Educación Prebásica – JUNJI **	2007

Convenios con Otras Entidades Públicas

Programa Diagnóstico de Vulnerabilidad en Pre-escolares	2007
Fondo de Intervenciones de Apoyo al Desarrollo Infantil	2008
Fondo Concursable de Iniciativas para la Infancia	2008
Programa de Fortalecimiento Municipal	2008
Programa Educativo Consultorios	2009

Anexo N°4

Herramienta	Funcionalidad	Estado a dic. 2012
1. Ficha Registro de Residentes (FRR)	Consulta	Cumplido
	Ingreso	Cumplido
	Modificación	En proceso
	Impresión	Cumplido
2. Ficha Social	Ingreso	Cumplido
	Consulta	Cumplido
	Modificación	En proceso
	Impresión	Cumplido
3. Módulo Administración Usuario	Consulta	Cumplido
4. Módulo de Modificación	Modificación	En proceso
5. Proceso de pre-cierre	Ingreso	Cumplido
	Consulta	Cumplido
	Modificación	Cumplido
	Impresión	Cumplido
6. Módulo de Control (Cruces)	Consulta	En proceso
	Verificación	En proceso
7. Módulo de Reportes	Consulta	Cumplido
	Impresión	Cumplido
8. Módulo de Cálculo de puntaje	Consulta	En proceso
	Cálculo	En proceso

Anexo 5
Servicios Públicos y otras organizaciones con Convenio RIS vigente

1	Corporación de Asistencia Judicial Antofagasta
2	Corporación de Asistencia Judicial Bio-Bio
3	Corporación de Asistencia Judicial Metropolitana
4	Corporación de Asistencia Judicial Valparaíso
5	Corporación Nacional de Desarrollo Indígena
6	Corporación Nacional Forestal
7	Defensoría Penal Pública
8	Dirección de Presupuesto
9	Fondo de Solidaridad e Inversión Social
10	Fondo Nacional de la Discapacidad
11	Fondo Nacional de Salud FONASA
12	Fundación Integra
13	Fundación para la Promoción y Desarrollo de la Mujer
14	Gendarmería de Chile
15	Instituto de Desarrollo Agropecuario
16	Instituto de Previsión Social
17	Instituto Nacional de la Juventud (INJUV)
18	Junta Nacional de Auxilio Escolar y Becas
19	Junta Nacional de Jardines Infantiles
20	Ministerio de Bienes Nacionales
21	Ministerio de Educación
22	Ministerio de Minería
23	Ministerio de Vivienda y Urbanismo
24	Ministerio del Interior - Subsecretaría
25	Servicio de Capacitación y Empleo
26	Servicio de Cooperación Técnica
27	Servicio Nacional de la Mujer
28	Servicio de Registro Civil e Identificación
29	Servicio Nacional de Menores
30	Servicio Nacional del Adulto Mayor
31	Subsecretaría de Justicia
32	Subsecretaría de Pesca
33	Subsecretaría de Previsión Social
34	Subsecretaría de Transporte
35	Subsecretaría del Trabajo
36	Superintendencia de Electricidad y Combustible
37	Superintendencia de Seguridad Social
38	Fundación Nacional para la Superación de la Pobreza

Anexo 6
Antecedentes respecto de la ejecución financiera de la extensión del préstamo

La ejecución presupuestaria acumulada del convenio de préstamo Nº 7803 fue menor al monto originalmente establecido.

A continuación se presentan algunas razones que explican esta menor ejecución financiera:

a. La ejecución se inició en el mes de agosto del 2011, es decir, al mes 15 de iniciada esta extensión, debido a que:
   - Durante el año 2010, debido a la emergencia producida por el terremoto del 27 de febrero, los esfuerzos del Gobierno y del Ministerio se centraron en el proceso de reconstrucción.
   - En marzo de 2011 se definieron ajustes al proyecto original (en términos de líneas de acción de los componentes) y se reorganizó la estructura de soporte del convenio, estableciendo nuevos encargados por Componente y la responsabilidad técnica, a cargo de la coordinación operativa del proyecto, se establece en el Coordinador de la Unidad de Gestión Interna de la Secretaría Ejecutiva de Protección Social.
   - El requisito mínimo para iniciar la ejecución del proyecto, era contar con un Plan de Adquisiciones debidamente aprobado. Una vez que fue definido por los distintos responsables que participan del proyecto se envió al Banco Mundial, para obtener su "No Objeción", con fecha 29 de julio de 2011, siendo aprobado por la entidad en forma definitiva, con fecha 31 de agosto del mismo año.
   - Paralelamente, y en razón de la evaluación de las prioridades sectoriales del Ministerio, tras analizar los documentos y procedimientos fijados por el convenio, en coordinación con el equipo contraparte del Banco Mundial, y atendiendo lo cercano de la fecha de cierre del mismo, se acordó solicitar al Ministerio de Hacienda, gestionara una prórroga hasta el 31 de diciembre de 2012, definiendo en el plan de adquisiciones las actividades a desarrollar entre los meses de abril de 2011 a diciembre 2012. Lo anterior, consta en Cartas 01A Nº 1322 y 01A 1344. La extensión del préstamo fue finalmente aprobada con fecha 18 de julio de 2011.
   - El Ministerio, mediante oficio solicitó a la Tesorería General de la República, el depósito de los recursos provenientes del contrato de préstamo, por la suma de Ch$473.000.000, equivalentes a US$1.000.000.-, monto que fue depositado el día 10 de agosto 2011. A partir de dicha fecha, el proyecto se encontraba en condiciones de iniciar su ejecución.
   - La tramitación de estos requisitos, postergó en gran parte, la ejecución estimada inicialmente por los responsables originales del proyecto, lo que produjo que durante el año 2011 la ejecución fuese solo del 15,27% de la totalidad de los recursos depositados a este Ministerio, para el proyecto.

b. Dado el bajo nivel de ejecución del año 2011, la Ley de Presupuestos del Sector Público del año 2012 estableció como monto máximo autorizado para este proyecto, la cantidad de Ch$616.800.000, que corresponde a lo originalmente planificado para este año, lo que obligó a ajustar el Plan de Adquisiciones, definiendo nuevas prioridades.

c. A su vez, estos ajustes en los procesos de planificación de las actividades, generaron presión en los procesos administrativos, ocurriendo, por ejemplo, que luego de realizar una licitación pública para la contratación del servicio de no consultoría denominado "Diseño e implementación de una encuesta de seguimiento para la evaluación de impacto de Nadie es Perfecto", por Ch$105.685.220.-, se debió desestimar la única oferta recibida, ya que la Comisión de Evaluación estimó que no cumplía con los requisitos de admisibilidad. No existió la posibilidad de realizar un nuevo proceso licitatorio.

d. Por último, dentro de los componentes re-definidos para la extensión del proyecto, se encontraban el Sistema de Información de Protección Social (siendo una línea de acción la Implementación de la Nueva Ficha de Protección Social) y el Fortalecimiento del Rol Gestor del Ministerio en un Sistema de Protección Social (siendo una de sus líneas de acción el Diseño y Piloto de Nuevas Metodologías de Intervención Psicosocial), los que contaron con asignaciones importantes en el presupuesto nacional para los años 2011 y 2012.

Annex 8. Comments of Cofinanciers and Other Partners/Stakeholders
Not applicable

Annex 9. List of Supporting Documents

Proyecto de Asistencia Técnica Banco Mundial – Chile Solidario: Informe sobre Estado de Avance según Indicadores de Logro: Informe periodo hasta Diciembre 2009

Apuntes del Sistema Integrado de Información Social: Gestión de la Información Social del Estado

Aportes del Sistema de Protección Social Chile Solidario a la Política Publica de Chile

Trayectoria institucional, arreglos operacionales y alcances del Sistema Chile Solidario (Informe 2009)

Alleviating extreme poverty in Chile: the short term effects of Chile Solidario by Emanuela Galasso

Evaluating the Chile Solidario program: results using the Chile Solidario panel and the administrative databases by Fernando Hoces de la Guardia, Andres Hojman, Osvaldo Larranaga

El Impacto de Proveer Apoyo Psico-Social a Familias en Extrema Pobreza y Aumentar su Accesso a Servicos Sociales: Evaluando Chile Solidario by Pedro Carneiro, Emanuela Galasso, and Rita Ginja

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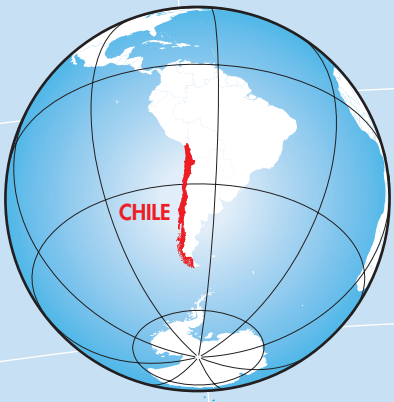

PACIFIC OCEAN

REGIONS OF CHILE

I. TARAPACÁ
II. ANTOFAGASTA
III. ATACAMA
IV. COQUIMBO
V. VALPARAÍSO
RM. REGIÓN METROPOLITANA DE SANTIAGO
VI. LIBERTADOR GENERAL BERNADO O'HIGGINS
VII. MAULE
VIII. BIO BÍO
IX. LA ARAUCANÍA
X. LOS LAGOS
XI. AISÉN DEL GENERAL CARLOS IBÁÑEZ DEL CAMPO
XII. MAGALLANES Y DE LA ANTÁRTICA CHILENA
XIV. LOS RÌOS*
XV. ARICA-PARINACOTA*

* Regions approved by cabinet and parliament, will become effective on October, 2007.

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CHILE

- SELECTED CITIES AND TOWNS
- REGION CAPITALS
- NATIONAL CAPITAL
- RIVERS
- MAIN ROADS
- RAILROADS
- REGION BOUNDARIES
- INTERNATIONAL BOUNDARIES

PERU
BOLIVIA
PARAGUAY
ARGENTINA
URUGUAY
ATLANTIC OCEAN

Arica
Iquique
Tocopilla
Calama
Antofagasta
Copiapo
Vallenar
La Serena
Ovalle
Valparaíso
SANTIAGO
Rancagua
Talca
Concepcíon
Chillán
Victoria
Temuco
Valdivia
Osorno
Puerto Montt
Puerto Quellión
Puerto Aisén
Coihaique
Puerto Yungay
Manatiales
Punta Arenas
Cape Horn

To Tacna
To La Paz
To Corque
To Uyuni
To Salta
To Jolar Grande
To Fiambalá
To Rodeo
To Villa Nueva
To Bardas Blancas
To Las Lajas
To Nahuel Huapí
To Paso Rio Mayo
To Rio Gallegos
To San Sebastián

Nevado Ojos del Salado (6,880 m)
Strait of Magellan

Andes Mountains
Atacama Desert

0 200 400 600 Kilometers
0 200 400 Miles

FALKLAND ISLANDS (ISLAS MALVINAS)
A DISPUTE CONCERNING SOVEREIGNTY OVER THE ISLANDS EXISTS BETWEEN ARGENTINA WHICH CLAIMS THIS SOVEREIGNTY AND THE U.K. WHICH ADMINISTERS THE ISLANDS.

JUNE 2007