

ChileAtiende



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Organisation: Ministry General Secretariat of the Presidency

Country: Chile

Level of government: Central government

Sector: Economic affairs, Education, General public services, Health, Housing and community amenities, Public order and safety, Social protection

Type: Digital, Organisational Design, Public Service

Launched in: 2012

Overall development time:

27 months

Link to the innovation's website

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Description

Before the implementation of ChileAtiende, when a citizen needed to complete a procedure with the state they had to identify which institution delivered the service, where its offices were located and contact them to find out the requirements that must be met to access the service. This entailed costs for the citizen in terms of time and money. To respond to this problem, "ChileAtiende", the national multichannel one stop shop, was launched in January 2012 to simplify the government for citizens. Today ChileAtiende coordinates most of Chile's public agencies. Its network has over 190 offices across the whole country, a national call center (#101) and a digital platform (web and social networks) through which citizens can access multiple services and benefits without having to contact with multiple government offices.

Why the innovation was developed

The aim of ChileAtiende is to simplify the government for citizens, to avoid that citizens need to know how the government is organised and how it delivers its services and benefits to access them. Lack of public information on services and benefits of the state in simple language that can be understood by any citizen. To increase citizens' access to state services where the public institutions providing these services do not have a direct presence in their towns or neighbouring towns. Different quality levels in the provided services of the state generated a need to have a standard model to ensure the delivery quality of services. Increasing government efficiency by enhancing levels of services offered by the network without significantly increasing operating costs and using existing resources.

Objectives

Improve access, Improve effectiveness, Improve efficiency, Improve service quality, Improve social equity, Improve user satisfaction

- The aim of ChileAtiende has been to simplify the government for the citizens. Citizens should not need to know about government in order to get a benefit or a service from it.
 - Savings in time and costs both for citizens and the state through more efficiently organised services.
 - Provide a wide range of different services and products through a variety of easily accessible channels, e.g. enable citizens to access services via Internet or telephone without having to leave their home or workplace.
 - Reuse public resources, e.g. combined use of service points by several public service entities.
 - Promote the digitisation of state services and benefits to increase citizens' quality of life.
 - Increase the coordination and the interoperability between public institutions.
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Main beneficiaries

Families, General population, Government bodies, Government staff, High-risk populations, Low-income groups, People with disabilities

- ChileAtiende beneficiaries are the citizens of Chile, who now have a new way of dealing with the state through multiple channels everywhere in the country, including almost all of the country's most isolated cities.
 - The coverage of the ChileAtiende network is 75%, which means that 13 million Chilean citizens have a ChileAtiende office in their county (commune). In the case of the rural areas, the coverage of the network is 65%.
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Existing similar practices

Foreign Trade Integrated System (SICEX)

In public administration of my country

Foreign Trade Single Window of Chile under the Finance Ministry of Chile

SICEX is a one stop shop for foreign trade, which aims to streamline the operations of trade and transit of goods. Even when this is not a multichannel network and it is not oriented to all citizens, it is a one stop shop for foreign commerce incorporating the highest standards and best practices of the OECD. The system provides a single point of web access to foreign trade operations for businesses. The similarity with ChileAtiende is that it requires the same type of coordination and integration of services provided by different public institutions delivered through a single window.

<http://www.sicexchile.com>

Centrelink

In other countries' public administrations

Australian Government

<http://www.humanservices.gov.au/customer/information/centrelink-website>

Service Canada

In other countries' public administrations

Results

Efficiency

Savings in infrastructure investments of USD 30 million (estimate calculated as the amount of investment that institutions of the ChileAtiende integrated network would have had to spend on infrastructure i.e. branches to achieve current geographical coverage to reach their service users).

Organisations participating in ChileAtiende save USD 0.48 million through shared services (this number was estimated using average operating costs of the network branches).

Travel and opportunity costs savings for citizens since January 2012 to August 2013: USD 39 million

Service quality

Accessibility:

- In January 2012, we had 142 branches in ChileAtiende. Now we have 190 branches and new routes to the services “Mobile ChileAtiende” for remote areas.
- New design of ChileAtiende portal based on testing with users, use of metrics and ongoing analysis of user searches.
- New IVR menu in the Call Center to meet citizens' needs.

Responsiveness:

In each one of the institutions that belong to ChileAtiende there is a protocol with time of responses established. In the cases when deadlines are not met there are clear procedures and coordination with experts specially designated by the institutions to resolve difficult cases.

Reliability:

- The customer relationship management system has progressively been strengthened to manage citizen requests, minimising operating errors.
 - The portal did not present errors, despite the growing demand.
 - The portal content is reviewed continuously by a specialised team to ensure the reliability of the information provided.
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Evaluation

The innovation has not been formally evaluated but several exercises to calculate savings for both the public administration and citizens have been conducted. Citizens' savings are calculated from the number of network contacts plus a set of savings parameters (from a nationally representative citizen survey), basically information of time spent doing paperwork and transport costs. The estimate of savings in infrastructure was calculated as the amount of investment that institutions of the ChileAtiende integrated network would have had to engage in infrastructure (branches) to get the current geographical coverage to attend their audience. The savings by using shared services was estimated using average operating costs of the network branches. Furthermore, qualitative as well as quantitative evaluation will be carried out, including focus groups and mystery shoppers. Satisfaction with the service delivered was evaluated using quantitative methodologies through dimensional modelling and structural equations.

Development

Design

Public agencies had been designing "one-stop-shop" initiatives but without achieving the necessary coordination between institutions. Analysing the core public services, we found that many of the most frequented ones had no territorial presence, or did not offer any alternative ways to access them. The Ministry General Secretariat of the Presidency led the initiative through the Unit of Modernisation and E-Government.

Design time: 4 months

Testing

The strategy was not to have everything planned and funded through new investments, but rather use existing resources to create a new reality on a small scale to deliver the services and benefits in the public sector.

Lower the entry barriers for institutions joining the project; providing consulting and technology solutions to facilitate their integration.

Prototyping using agile methodology to test the tools for delivering the services, and even using public consultation for open innovation to create the digital channels.

Using lean start-up logic by testing with users, usability evaluations, beta testing and pivoting.

Studying the needs of people, their expectations and prejudices about the public sector, through various methodologies (interviews with citizens, market research, usability analysis and testing of products) allowing the state to tailor services according to the needs of the audience.

Testing time: 5 months

Implementation

Tools used:

- Strong leadership and political support from the Presidency.
- Develop the government's customer relationship management to maintain coherence through different channels.
- Develop solutions to promote the digitalisation of procedures.
- Studies to understand citizens' needs, expectations and preferences.
- Training of staff and protocol development.
- Systems integration.
- Communication campaign to raise awareness among citizens.

Resources used:

Project Budget 2012 of Ministry General Secretariat of the Presidency:

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|--------------------|------------------|
| • Human Resources | USD 0.33 million |
| • Operational cost | USD 2.85 million |
| • Facilities | USD 0.45 million |

Project Budget 2012 of the Social Security Institute (IPS):

- | | |
|--------------------|------------------|
| • Human Resources | USD 0.61 million |
| • Operational cost | USD 4.52 million |
| • Facilities | USD 0.71 million |

The IPS budget did not increase in comparison to the previous year when ChileAtiende did not exist.

Indirect costs of the Social Security Institute (IPS):

- Human Resources: USD 0.86 million
- Technology: USD 0.07 million
- Administrative Expenses: USD 0.90 million

Implementation time: 18 months

Diffusion

Provide the technological tools and advice to the public institutions that require them.

Active participation in seminars and events where we presented the benefits of ChileAtiende to others public institutions.

Quantify the benefits of being part of the ChileAtiende network, in terms of the large geographical coverage of the service network and the resulting savings in time and transportation for the citizens.

Document the experience as a case study at an international level. It has been performed in the context of the Open Government Partnership, Asian-Pacific Economic Cooperation, United Nations Economic Commission for Latin America and the Organisation for Economic Co-operation and Development.

Challenges and solutions

- In the design phase: the main challenge was to find information from other institutions to understand the mechanisms of coordination and which services needed to be prioritised.
 - Initial resistance against change within the Social Security Institute (IPS) as it before implementation of ChileAtiende the civil servants from the IPS received requests just from pensioned persons; under ChileAtiende they would receive them from the service users of different institutions. The solution was to implement a programme of change management and to explain the benefits to the civil servants and for their careers.
 - Compatibility of existing physical and technological infrastructure. Great heterogeneity in the levels of modernisation and use of technologies between public institutions. To address this issue we provided advice and specific technological solutions that the institutions needed to be able to integrate to the network.
 - Analysing user feedback to refine the quality of service delivery . To address this issue several studies were conducted and measurements taken to establish the main determinants of user satisfaction.
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Partnerships

Public services

Other Public Sector

Twenty four public services participate in the ChileAtiende network, integrated at the national level. The integration is 100% in the front-office meaning that all branches deliver the same services. The integration in the back-office is variable depending on the level of the institutions' systems development. This is a critical aspect of the project because the coordination with institutions requires not only the agreement on a number of technical issues and service levels, but also to comply with current legislation through the signing of agreements between institutions.

Lessons Learned

Lessons Learned

- The main challenge is the coordination between public institutions.
 - It is possible to change institutions, but it is necessary to have a strong leader.
 - State modernisation is not reached with laws but with people. Then the institutional changes should come.
 - Reuse existing resources.
 - It is necessary to pay attention to citizens from the beginning.
 - Use the possibility to co-design with citizens.
 - Agile development is recommendable: start up and pilot project.
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Conditions for success

High level political support has been the key in the development of ChileAtiende.

Other information

The implementation of a one stop shop portal requires a strong impulse to modernise public institutions in terms of their services and benefits delivery. This means that there will be more pressure over the national information and communications technology industry to move towards greater innovation in the products offered to the state. The industry must respond to the new needs of state institutions such as: shared services, interoperability, schemes and metadata standards and electronic authentication among others. Increasing demand within the information and communications technology industry promotes a competitive market.
