



## Final Evaluation of the Nodo Platform Programme

<https://www.jointsdgfund.org/programme/nodo-platform-improving-social-protection-and-inclusion-elderly-through-ict>

<https://chile.un.org/es/101114-proyecto-nodo>

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The document of the Final Evaluation of the NODO Platform Programme, implemented by the United Nations System in Chile, led interagency by UNDP, FAO and ILO, is presented here. The Project was implemented with support from the Joint Fund for the Sustainable Development Goals (SDGs).

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The active collaboration of the United Nations in Chile, the Implementing Agencies, the Project Coordination Team and the representatives of SENAMA – National Service for the Elderly of the Ministry of Social Development and Family of the Government of Chile is truly appreciated.

The language used in this document attempts to express itself in a correct and respectful manner with respect to older adults. The use of the following terms is prioritized: older adults, elderly people, elderly people, older población. The terms "elderly" and "elderly" are used in the case of textual transcriptions of expressions of the persons interviewed or when referring to denominations of government bodies and programs.

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## 1. Introduction

The United Nations System in Chile has implemented the Joint Programme NODO Platform, for a period of two years. It seeks to improve social protection and the inclusion of older people through ICTs and is part of the Joint SDG Fund of the General Secretariat of the United Nations.<sup>2</sup>

The Nodo Platform in Chile was designed and implemented by a group of actors made up of the UN Resident Coordinator, the United Nations Development Programme (UNDP), the Food and Agriculture Organization (FAO) and the International Labour Organization (ILO). It has the support and collaboration of the Government of Chile through the National Service for the Elderly (SENAMA).

### ***Joint SDG Fund and the Decade of Action***

The Joint SDG Fund is an innovative instrument to encourage transformative changes in public policies and stimulate the strategic investments necessary for the world to achieve the SDGs.

UN Secretary-General Antonio Guterres sees the Joint SDG Fund as a key part of reforming the United Nations development work by providing the "muscle" for a new generation of Resident Coordinators (RCs) and UN Country Teams (UNCTs) to truly accelerate the implementation of the SDGs.

Less than ten years after the deadline for implementation of the 2030 Agenda for Sustainable Development, during the 74th United Nations General Assembly (September 2019), the Secretary-General called on governments, the private sector and civil society to intensify their action on the Global Goals, declaring the following 10 years as the Decade of Action on the SDGs.

The MAPS<sup>3</sup> (Mainstreaming / Acceleration / Policy Support) strategy focuses attention on three pillars of work:

- Mainstreaming
- Acceleration
- Policy Support, paying particular attention to cross-cutting elements related to partnerships, data and monitoring.

In terms of acceleration, many of the goals and objectives of the 2030 Agenda already have public policy processes underway, some of which come from the previous Millennium Development Goals (MDGs) agenda. The purpose is to help governments accelerate progress by providing tools to identify limitations to meeting the goals, and by focusing on those objectives that are most relevant according to the context of each country.

### ***Decade of Healthy Aging in the Americas***

In May 2020, the UN General Assembly declared 2021-2030 the Decade of Healthy Aging. This global initiative will consist of ten years of concerted, catalytic, and sustained collaboration. Older people will be at the heart of the plan, which will bring together the efforts of governments, civil society, international agencies, professionals, academic institutions, the

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<sup>2</sup> <https://www.jointsdgfund.org/programme/nodo-platform-improving-social-protection-and-inclusion-elderly-through-ict>

<sup>3</sup> <https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/doco-summary-brief-on-maps-march2016.pdf>

media and the private sector to improve the lives of these people, as well as their families and communities.

The Decade of Healthy Aging includes four areas of action:

I-Change the way we think, feel and act towards age and aging.

II-Ensure that communities foster the capacities of older people.

III-Offer integrated person-centered care and primary health services that respond to older people.

IV-Provide access to long-term care for seniors who need it.

The NODO Platform links the concepts, priorities, and aspirations of these initiatives to the achievement of the SDGs and the fulfillment of the mandate to leave no one behind.

## 2. Objectives of the evaluation

The purpose of the evaluation is to critically analyze the performance of the NODO Platform, as well as its possibilities of sustainability and scalability as a pilot project in order to share the preliminary findings and recommendations with the United Nations System in Chile, the participating agencies and SENAMA, through interactive and practical sessions; as well as sharing the final findings and recommendations with the coordination of the SDG Fund and the United Nations System in Chile through a final report that summarizes all the findings.

### 2.1. General objective

Perform a final evaluation of the NODO Platform project to measure and report on performance during the two years of execution and evaluate the scope and achievements of the project against the expected results, especially in 6 areas:

- Achievement in the two transformative results defined by the project.
- Achievement in the framework of expected results (matrix of indicators).
- Contribution to improving the situation of vulnerable groups identified in the joint programme. This includes the possibility of making the pilot project sustainable and scalable.
- Contribution to the acceleration of the SDGs, especially the 3 SDGs to which the joint programme set out to contribute.
- Contribution to UN reforms (including coherence with the UNCT).
- Incorporation of gender and human rights throughout the project. The analysis of the human rights approach should consider the inclusion of people with disabilities.

### 2.2. Specific objectives

1. Determine whether: the objectives, results and key indicators described in the theory of change the results framework of the Joint Programme document (Prodoc) and the transformative results established under the SDF were achieved.
2. Provide findings supported by evidence, that allow establishing the degree of pertinent/relevance, effectiveness, efficiency and strengths or limitations, in the implementation of the project, as well as the possibilities of sustainability. The criteria will also be evaluated in terms of the integration and mainstreaming of the gender perspective throughout the project.

3. Evaluate the coordination and management mechanisms of the project at the level of the coordinating team/territorial management, interagency team/coordinating team and at the level of coordination between the agencies. The strategic relationship/alliance with SENAMA should be included transversally in the analysis.
4. Identify lessons learned at the level of operational, methodological, and strategic processes and provide effective recommendations for the design and implementation of joint programs, considering the interagency structure of the project, but also in its alliance with SENAMA and other actors.
5. Identify the best practices obtained during the implementation, describe the characteristics of the project that made the difference in terms of innovation and highlight the activities and resources most related to the success or failure of the project.
6. Identify, through the beneficiaries and territorial actors, the best practices and techniques promoted by the project and recognize the actions that are generating major changes in terms of improving the well-being of the elderly and their caregivers.
7. Identify the difficulties encountered in the implementation of the project and the measures taken to reduce the risks identified.

### 3. Context

#### **General background**

In Chile, one in five people is over 60 years old, with 57% being women. There are elderly people in 42% of households in Chile, a figure that rises to 48% in rural areas.

Figures from the CASEN 2017 survey show that poverty – as measured by income – of older adults is low, mainly due to the cash transfer effect of the "Basic Solidarity Pension" on the income of this age group. However, older adults have a multidimensional poverty rate higher than the average of the total population (22% versus 20%), and those living in the regions of Ñuble (29.3% multidimensional poverty), Araucanía (29.5%), Los Lagos (28.3%), Atacama (26.7%) and Coquimbo (26.6%) live in particularly extreme circumstances. It should also be noted that households in which at least one older person resides have eight percentage points more in multidimensional poverty rates than households that do not have elderly residents. In addition, the multidimensional poverty rate in households in which only older people reside is 27.1%.

Older adults completed an average of 8.3 years of school education. However, this figure is only 5.9 years for the lowest income quintile and increases to 12.9 years for those in the highest income quintile.

One in three older people participates in the labour market, which is higher (60%) for people aged 60 to 64 and drops to 21% for people aged 65 and over. However, when disaggregated by gender the figure corresponds to 47.9% for men and only 19.6% for women. The results are similar when broken down by socioeconomic status.

According to the *National Survey of Quality of Life in Old Age 2017* (CASEN) of the Catholic University (Pontificia Universidad Católica de Chile), 85% of older people in Chile live with other people. Of these, 65% live with their spouse or partner, 60% with their children and 38% with their grandchildren. Despite that fact, 35.3% of respondents said they often feel lonely. The 2017 CASEN Survey shows that there are close to 1 million households made up of older people alone.

## ***Social Protection System in Old Age***

In Chile, the Social Protection System is an articulated network of social interventions with the aim of supporting individuals and families throughout their lives to better face the risks to which they are exposed (Social Development Report 2014, MDS). To achieve this, the State has prevention policies to prevent the occurrence of risks; mitigation policies, to reduce the negative impact of risk; and recovery policies, to address the negative impacts caused by risk. These policies are carried out by different state actors at different levels of government (national, regional, provincial, municipal).

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The main social programs for seniors are:

- **Vínculos Programme:** aims to increase the connection of vulnerable elderly people with their social, family and community surroundings, thus allowing for an active old age. Number of beneficiaries: 26,000 people.
- **Home Care:** aims to facilitating daily activities of men and women over 60 years old, socioeconomically vulnerable, with moderate and severe dependence and who do not have a main caregiver. Number of beneficiaries: 745 people.
- **National Council for the Protection of Old Age (Conapran):** its objective is that elderly people in vulnerable and dependent situations receive specialized care during their stay in long-term homes. Number of beneficiaries: 469 people.
- **Protected Residences and Homes Program:** aims to enable people with severe psychiatric disabilities to take part in community life. Number of beneficiaries: 1,985 people.
- **Long-Stay Establishments for the Elderly Subsidy Fund (ELEAM):** seeks to improve living conditions for dependent and vulnerable elderly people who reside in non-profit ELEAM establishments. Number of beneficiaries: 7,500 people.
- **Long-Stay Establishments for the Elderly:** its objective is to insure that elderly people in vulnerable situations receive support services and long-term quality care according to their level of dependence. Number of beneficiaries: 868 people.
- **Home Care for People with Severe Dependence:** aims to give people with severe dependence, their caregivers and family integral home care covering physical, emotional and social aspects, improving their quality of life and strengthening their recovery and autonomy. Number of beneficiaries: 51,420 people.
- **Day Care Centers for the Elderly:** are aimed at elderly people with light and moderate dependence who face social vulnerability, in order to keep and improve their level of self-sufficiency while maintaining their family and social surroundings. Number of beneficiaries: 2,200 people.
- **Local Support and Care Network SNAC:** proposes that homes with dependent people and their caregivers can access a range of social services and benefits in support and care in an organized manner in accordance with needs. Number of beneficiaries: 1,333 homes and/or families.
- **National Fund for the Elderly:** seeks to increase social participation or protection to increase their autonomy and improve quality of life. Number of beneficiaries: 4,326 organizations.
- **Basic Solidarity Pension (PBS):** a cash assistance program available to those people who do not have the right to any pension, who are 65 years old or more, who belong to the poorest 60% of the population according to the Pension Focusing Score, that have resided in Chile for 20, either continuously or not, and that been in the country at least four of the five years previous to the application. Number of beneficiaries: 399,820 people.

At an **institutional level**, in 2002 The National Office for the Elderly (SENAMA) was created by law with the aim of achieving active ageing and the development of social services for the elderly, in order to encourage greater participation and value in society, promoting their autonomy and self-care, and favoring the recognition and exercise of their rights. This is achieved through cross-sectoral coordination and the design, implementation, and evaluation of policies, plans and programmes.

At the **policy level**, subsequent legislation has focused on the prohibition and sanctions of violence against older persons. Examples of these laws are Law 20.066 (2005) on domestic violence, which protects older persons when they are in the care of or dependent on any of their relatives, Law 20.968 (2016), which defines the crimes of torture and cruel, inhuman and degrading treatment, establishing that such behaviors can be carried out for discriminatory considerations based on different reasons, including age, and Law 21.013 (2017) which typifies a new crime of abuse of persons in special situations, including old age, with the intention of protecting life, integrity and safety beyond domestic contexts.

Progress in **public policies and legal frameworks** shows a **significant effort on the part of the State to improve the quality of life of the elderly**. However, the challenge remains to improve citizens' perception and expectations of old age. 70% of the population considers that the institutional conditions to face the aging of the country's population are insufficient. (Fifth National Survey on Inclusion and Social Exclusion of the Elderly), while half of Chileans fear aging.

Despite the enormous progress achieved, there are still **great challenges** to strengthen the Social Protection System in old age: strengthen social connections and promote the co-responsibility of all entities to guarantee the well-being of the elderly. The need to strengthen social connections is a dimension of aging that significantly impacts the quality of life in old age and has been little explored in the design of public policies.

The absence or weakness of the social relationships of older people with their families and communities, it is a disadvantage that affects their well-being. Evidence indicates that lack of social participation is associated with higher levels of anxiety, low self-esteem, and depression, which can lead those affected to more serious situations such as suicide. The data available for Chile shows that 35.3% of older people have felt lonely, 50% feel excluded from others and 44% prefer to stay at home instead of going out to do new things. Meanwhile, suicide rates among the elderly are the highest in the country, with 14 per 100,000 for those over 60, above the national average of 10.2. However, this figure increases to 17.7 for those over 80, and is 15.4 for those between 70 and 79 years old (INE, MINSAL).

Co-responsibility must be multisectoral, including the State, the family and the community. It should also bring together social inclusion policies for older people and complement the existing social protection system. It is a priority, for example, to work to delay and reduce the dependence of older people on social protection services such as health services and income security in old age.

The available evidence shows that in Chilean society there is little co-responsibility to jointly address the associated problems of old age (SENAMA 2017, Fifth National Survey on Inclusion and Social Exclusion of older People). Ignoring the importance of the community for people has contributed to many elderly people living in poor material conditions, isolated and socially marginalized.



The integration of the elderly population is a complex social phenomenon that can be seen from four perspectives: i) Access to institutionalized programs, plans and benefits such as health, the economy, politics, justice, knowledge, technology, art, recreation, formal education, religion and other specialized and formal instances; ii) availability of social networks and support through the attention of their socio-affective needs and/or compensating for insufficient socio-structural and material conditions; (iii) stereotypes, including views on the extent of their social integration, expectations about their levels of self-sufficiency and personal satisfaction with life; and iv) personal proactivity derived from the psychological capital that each person has, develops and accumulates throughout his life.

Likewise, the people who provide care to the elderly (caregivers), collaborate to promote autonomy, care and assistance to the elderly who require supports to perform activities of daily living whether basic, instrumental, or advanced. According to information provided by the "Chile Cuida" Support and Care System, in Chile care is usually provided by a family member in an unpaid manner. Most caregivers are women, who are assigned this role for cultural reasons, reproducing gender stereotypes.

Caregivers can be classified according to their formal or informal connection with the person receiving care, as well as by the characteristic that the support provided is paid or unpaid.

- (i) informal internal caregiver: any person who assists another person within the home on an unpaid basis.
- (ii) "informal external caregiver" means any person who assists another person outside the household on an unpaid basis; and
- (iii) formal external caregiver corresponds to people who assist a person outside their home in a remunerated manner.

The 2017 CASEN Survey identifies that most caregivers are informal interns.

The document of the Center for Public Studies, called "Dependent people: who are they, who cares for them and what is the cost of assistance?"<sup>4</sup> published in March 2021, focuses on analyzing internal and informal caregivers, classifying them into those present in a home that has other people who could assume the role of caregiver (type 1) and in those who could not (type 2).

As for their age and gender, the document identifies those type 1 caregivers are concentrated in the age range ranging from 40 to 60 (average of 52 years), while non-caregivers who live in the same household tend to be younger (average of 32 years) and 24% of the latter are children under 15.

Type 2 caregivers (i.e., present in a home where there are no other caregivers who could take on the caregiving role) are, on average, 10 years older than those in type 1. That is, between 50 and 70 years old, including 11% of type 2 caregivers, are over 80 years old against only 2% of type 1 caregivers of the same age group.

In terms of gender, the highest percentage of caregivers are women: the proportion of women in households with the possibility of another caregiver is higher (76%), while in households where there is no other person with whom to share the provision of care, the

<sup>4</sup> [https://www.cepchile.cl/cep/site/docs/20210329/20210329145624/pder562\\_jgazmuri.pdf](https://www.cepchile.cl/cep/site/docs/20210329/20210329145624/pder562_jgazmuri.pdf)

proportion of women is 56%. This means that a significant proportion of caregivers are seniors caring for other seniors.

The so-called Care Economy, which, according to ECLAC, includes all the work that is done in an unpaid way in the homes and the care work that is carried out in a remunerated way in the market, has made evident the need to start looking at the transition from the demographic bonus to the dependency gap.

The social organization of care refers to the economic and social policy of care; the way of distributing, understanding and managing the need for care that is at the basis of the functioning of the economic system and social policy. It also raises the need to recognize, reduce and redistribute the burden of care, to which the ILO has added the variables that aim to reward and represent caregivers.

#### 4. Project Description

The **NODO Platform** aims to activate and/or strengthen support networks around older people, which help reduce or eliminate the obstacles that prevent them from fully participating in society and exercising all their rights. The project contemplates the development of a community platform to achieve the integral well-being of the elderly, using Information Technologies (ICT). Through a process of co-construction and with the participation of various actors, networks were created in various formats and levels of digital and physical communication in favor of integration, social participation, and the integral well-being of the elderly.

The project includes three **components**:

- i) the creation, strengthening and interaction of support networks for older persons.
- ii) linking and interacting with older people and/or their support network with public or private benefits available in their community; and
- iii) the generation of information that allows to attend to the elderly in a timely and adequate manner.

When referring to support networks and the possibility of caring for or supporting the elderly, the Project refers in a special way to caregivers of elderly people with dependency.

The technological solutions initially proposed by the project were:

- i) the development and implementation of a web platform, which will concentrate in one place the different support networks and make available to the public information on the public and private aid that is available to this segment of the population. In addition, this platform will become a channel for the different services that both private and public are designing or implementing; and
- ii) the development of an Application (App) for mobile devices, computers, and tablets for support networks for the elderly. To achieve this, the App will facilitate the communication and interaction of different actors at the same time (neighbors, family caregivers, seniors, and others), so that these networks for older people can connect with each other and respond immediately to their needs and requirements. Both solutions, the web platform, and the App, will be synchronized in such a way that they maximize the support of these networks for the elderly.

After the initial design, in the implementation stage of the Project, the need to develop a platform aimed at caregivers of elderly people with dependency was identified.

The design of the project has considered the digital divide between the elderly population, of which only 31.5% claim to be internet users (CASEN Survey 2017). On the one hand, statistics show that levels of internet access and the use of digital devices among the elderly population have experienced a sustained increase in recent years. On the other hand, the success of this project would not depend on the number of older people who use the internet or the App, but on their support networks. Chile has one of the highest levels of internet penetration in Latin America. However, the goal of the initiative is not to reach digital literacy, but to connect older people with a support network. Therefore, the important thing is that the support network has access to the internet and mobile/ fixed devices, which in a country like Chile is feasible (in 2017 the number of internet connections exceeded the number of inhabitants reaching 102 accesses per 100 people).

Based on international guidelines, what this project sought to achieve is that the responsibility for social protection among older persons, is shared between the different social actors.

The **target population of the project** are elderly people (in rural and urban areas) who do not have support networks (family or community), because they live alone or with another elderly person. These may happen because they have some type of functional difficulty that prevents them from actively participate in society; or because they have had limited access to the social programs available from the State to improve their quality of life in selected neighborhoods /localities in the 12 communes of the country.

The Project also **benefits** caregivers of formal and informal older people, who are mostly women. It therefore indirectly benefits older people's support networks, through the creation and exchange of information on support available from the public and private sectors. The project also provides information about key aspects of the well-being of older persons.

The design of the Project was carried out prior to the beginning of the pandemic, so its initial implementation involved a process of adaptation to health restrictions both for work between the Agencies, the interaction with SENAMA as a government counterpart, and essentially in the territorial approach.

In co-creation with the state counterpart SENAMA, it was defined to develop the main platform and three sub-platforms that complemented the development and implementation of the main technological solution:

<b>NODO</b> Platforms	<b><i>Nodo 60+</i></b>	Main technological solution of the project developed in app format and website, by professionals from the Gerópolis Center, of the University of Valparaíso.
	<b><i>Emergency Nodo (Nodo Emergencia)</i></b>	Platform that is articulated with the Fono Mayor program, which implements SENAMA and that facilitates the management of a detailed database on the needs faced by older people during the pandemic; it also addresses the implementation of an articulated response to these needs, between civil society and the government.

	<b><i>Always Learning (Siempre aprendiendo)</i></b>	Learning platform (LMS platform and e-learning courses) whose objective is to develop and disseminate virtual content aimed at developing capacities and raising awareness about older people and their caregivers. The platform offers training for people from civil society, workers from public area and for private organizations and institutions linked to the management and assistance to the elderly.
	<b><i>I take care of myself I take care of you (Me cuido Te cuido)</i></b>	Platform aimed to connect caregivers towards the generation of a digital community of caregivers for sharing their needs and experiences.

The **NODO Ecosystem** is then formed by the interaction of the main platform, the three sub-platforms, the territorial strategy, and the communication strategy.

Finally, the project aims to achieve two **transformative results**:

- 1. Led by SENAMA, the Emergency NODO Platform will be available for use at the national level (with the possibility of exporting the idea to the region in appropriate contexts). The Platform is expected to serve 31,000 people (including rural women) ; it is expected to contribute to the improvement of the ICT capacities and finally, to facilitate the access to social support services.*
- 2. The platform will allow to collect more accurate data on multidimensional poverty in older people, specifically in the dimension of networks and social cohesion, in 10 low-income municipalities. These data will provide information on key variables such as social inclusion that should provide information for national public policies. A more inclusive vision of empowering older people will be fostered and integrated into local, national culture and local partners.*

## 5. Evaluation methodology

The technical proposal incorporated four approaches: (a) Management for Development Results (GPRD), (b) training/constructive approach, (c) gender and human rights approach, and (d) agent perspective approach.

(a) The **Management for Development Results (GpRD) approach** is a management strategy that emphasizes real and meaningful results at the people level (beyond the internal results and performance of the agencies themselves). It also implies a comprehensive vision of actions for development articulating strategic planning, implementation, monitoring, evaluation, learning and quality feedback of planning as necessary phases of the management of institutions.

(b) The **formative/constructive approach** to facilitate institutional learning aims to understand evaluation as a tool that provides evidence to improve the design and management of public policies (present and future), as well as the decision-making of the participating agents (whether operators, implementers, users and citizens in general).

(c) A **gender and human rights** approach is imperative if social justice and development effectiveness for social change are to be achieved. This arises from the need to understand both the inequalities between women and men, as well as the relationships between them, the asymmetries that affects older people and the impact of those relationships on development, as well as the forces that perpetuate these inequalities and those other forces that can change this situation.

(d) The incorporation of the **perspective of the agents implies** knowing the perceptions, beliefs and / or evaluations that the agents participating in the initiative have in relation to the process of implementation of the Project, the services it provides, its achievements, as well as the main limitations that may have surrounded its implementation. This approach is essential for the identification of good practices, as well as learned lessons that can scale the application of the experience to other contexts and/or initiatives targeting similar populations.

To achieve the set purposes and objectives, the methodological strategy of the final evaluation was based on the evaluation approach based on program theory from a strategic perspective with emphasis on the analysis of the project implementation process.

**Triangulation of different sources of information and research methods**, both qualitative and quantitative, was used. The different research methods made it possible to address different levels of analysis in relation to the inter-institutional dimensions and link them to achievements in that dimension. Likewise, the triangulation strategy considered the temporality of the implementation of the Programme in order to contrast the initial situations (2019) with the final ones (February 2022).

This scheme allowed to combine in the analysis information from the three main dimensions that support the triangular analysis:

(a) **Level of analysis of institutional implementation.** Taken into account organizational-institutional aspects related to the level (i) managerial (macro); (ii) middle managers (meso) and (iii) technicians (micro);

(b) **Multi method.** Utilization of quantitative and qualitative analysis to characterize levels over time (2019-2022) within the possibilities offered by existing information.

(c) **Evaluation period.** It involved carrying out the analysis within the time established by the evaluation.

For the **qualitative analysis**, the strategy of information collection foresaw making personal and / or group interviews in virtual format with key actors grouped according to similarity criteria. The targeted people were those who participated from different roles in the design and implementation processes (Resident Coordination of the SNU, Implementing Agencies, Project Coordinating Team, government counterpart). It was sought that the people consulted were representative in terms of temporality of the design and implementation, multilevel sectors (central level, decentralized level), multi-actor (government, cooperators, others) and degree of responsibility in the design and implementation of the Project.

**Quantitative analysis** was based on both primary and secondary information. About secondary quantitative information it was used the available information linked to: (i) administrative records, (ii) existing databases of their own or of other government and/or private agencies, (iii) official statistics, (iv) other available sources of information.

The **documentary and/or cabinet analysis** facilitated a greater understanding of the context where the Project was designed and implemented, as well as allowed the identification of key aspects that were considered during the fieldwork in virtual mode.

The **profile of the people consulted** in interviews includes government officials and international organizations. The annexes include a list of people interviewed, where the sectors identified for the preparation of the mapping of actors of this evaluation are expressed.

The **fieldwork** process began with the review of secondary information involving a variety of national and international normative documents, documents produced within the framework of the Project, guides and guidelines of the SDG Fund and the Implementing Agencies, documents generated by the government, national and regional studies, the qualitative evaluation of results of the process of design and implementation of the intervention model of the NODO Platform in the territories and the impact evaluation of the pilot of the NODO Platform, among others. The list of documents consulted can be found *in extenso* in the annex to this document.

A **general mapping of actors** was carried out, based on the Programme, and shared with the Coordinating Team for review and suggestions. The mapping of actors broken down by sector, name and surname, position, and institution, as well as the detail of the type of instrument applied for each person is in the annex. At the same time, information collection instruments were prepared, such as questionnaires adapted to each target audience of the interviews.

Considering the context of the Covid 19 pandemic, all communications, participation in meetings and interviews were carried out by virtual means.

With these instruments, the **survey of information** from primary sources was carried out between the months of December 2021 and January 2022. A total of 18 people linked to the design and implementation of the project were interviewed and the application of the interviews was carried out adapting the modality to each participant: individual interviews were carried out, group interviews (where peers or members of the same sector were grouped).

The instruments used were the **virtual communication tools** Zoom© and WhatsApp©. Although the work was intense in terms of the pandemic context, where all people have been affected by health measures, the modification of habits, mental health, work, and family dynamics, it was identified in the process that the ability to adapt has been rapid, since all the people consulted were trained in the use of these tools and in the application of interviews in virtual mode.

Likewise, it participated as an observer in the meeting to present the results of the qualitative evaluations of the territorial approach, the impact evaluation of the pilot (January 6, 2022), and in the meeting with United Nations agencies to present the good practices of NODO as an interagency work model (January 7, 2022).

### 5.1. Evaluation criteria and main questions

This is an evaluation of the design and implementation of the NODO Platform. The evaluation criteria are based on those proposed by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD), which constitutes the reference framework used by the United Nations System to conduct evaluations.

Since the evaluation focuses on critically evaluating the performance of the NODO Platform, as well as its possibilities of sustainability and scalability as a pilot project, the evaluation criteria are those of pertinence/relevance, effectiveness, efficiency, and sustainability. In a cross-cutting manner, the integration of gender and human rights approaches into the NODO Project was evaluated.

For each criterion, a series of questions and sub-questions were developed to be answered and supported during the evaluation process. The detailed evaluation matrix is attached.

<b>Criteria</b>	<b>Pertinence</b>	<p>It answers the main question: Did the intervention do the right thing?</p> <p>The degree to which the objectives and design of the intervention respond to the needs, policies, and priorities of the subjects of law and/or people impacted by the intervention, of the partners/institutions and of the country, as well as to the global priorities, is valued and they continue to do so even when circumstances change. Likewise, it considers the extent to which the initiative responds to human development priorities in the areas of women's empowerment and gender equality.</p> <p>Assessing relevance involves examining the differences and trade-offs between different priorities or needs. It requires an analysis of possible changes in the context to assess the extent to which the intervention can be adapted (or has been adapted) to remain relevant.</p> <p><i>To assess relevance:</i></p> <ul style="list-style-type: none"> <li>• Relevant (P)</li> <li>• Not relevant (NP)</li> </ul>
	<b>Effectiveness</b>	<p>It answers the main question: Did the intervention achieve its objectives?</p> <p>The degree to which the intervention has achieved, or is expected to achieve, its objectives and outcomes, including differentiated outcomes between groups.</p> <p><i>To assess effectiveness:</i></p> <ul style="list-style-type: none"> <li>• Highly satisfactory (AS): The project had no shortcomings in achieving its objectives</li> <li>• Satisfactory (S): There were only minor deficiencies</li> <li>• Moderately Satisfactory (MS): There were moderate deficiencies</li> <li>• Moderately Unsatisfactory (MI) project had significant shortcomings</li> <li>• Unsatisfactory (I): The project had significant shortcomings in achieving its objectives</li> <li>• Highly Unsatisfactory (IA): The project had severe deficiencies</li> </ul>



	<b>Efficiency</b>	<p>It answers the main question: Were resources used properly? The degree to which the intervention produces, or is likely to produce, results economically and on time.</p> <p>Note: "Economically" means the transformation of inputs (funds, technical advice, natural resources, time, etc.) into outputs, direct effects and impacts in the most cost-effective manner, compared to other context-viable alternatives. The "on-time" production of results takes place within the time frame defined or reasonably adapted to the demands of an evolving context. It includes the assessment of operational efficiency (to what extent the intervention has been well managed).</p> <p><i>To assess efficiency:</i></p> <ul style="list-style-type: none"> <li>• Highly satisfactory (AS): The project had no shortcomings in achieving its objectives</li> <li>• Satisfactory (S): There were only minor deficiencies</li> <li>• Moderately Satisfactory (MS): There were moderate deficiencies</li> <li>• Moderately Unsatisfactory (I) the project had significant shortcomings</li> <li>• Unsatisfactory (I): The project had significant shortcomings in achieving its objectives</li> <li>• Highly Unsatisfactory (IA): The project had severe deficiencies</li> </ul>
	<b>Sustainability</b>	<p>It answers the main question: Will the benefits last over the time? It analyzes the extent to which the benefits of initiatives continues or are likely to continue once external development assistance has ended.</p> <p><i>To assess sustainability:</i></p> <ul style="list-style-type: none"> <li>• Probable (P): Negligible risks to sustainability</li> <li>• Moderately probable (MP): moderate risks</li> <li>• Moderately unlikely (MI): significant risks</li> <li>• Unlikely (I): serious risks</li> </ul>
<b>Cross-cutting approaches</b>	<b>Gender and human rights</b>	<p>Through various cross-sectionalized questions in the sections corresponding to the evaluation criteria, the main question is answered: Was the gender and human rights perspective included in the elaboration and implementation of the Project?</p>
<b>Other approaches</b>	<b>Disability and others</b>	<p>The terms of reference include the requirement to evaluate the inclusion of the disability approach, based on guiding questions on inclusion of persons with disabilities within the framework of the Washington Group.</p> <p>It was also inquired about the insertion either in the design or in the implementation, of other perspectives such as interculturality, rurality, course and life cycle, others.</p>

The Evaluation Matrix used in this study is detailed in the annex, as well as other aspects related to the methodological design.



## 6. Assessment constraints and mitigation measures

The limitations to the scope of the evaluation have to do with the assumptions and risks that may arise at the political, bureaucratic, and technical levels. A table is presented below where these issues are analyzed, a possible impact is tested, and mitigation measures are suggested in these situations.

Guy	Risk	Expected impact	Mitigation measures
<b>Politician</b>	Willingness to share qualitative and quantitative information by the authorities.	Have incomplete and unvalidated information.	Strategy of triangulation of the primary and secondary information surveyed.
<b>Bureaucratic</b>	Restricted or complex access to information and evidence.	Absence of evidence/data or incomplete data.	Strategy of triangulation of the primary and secondary information surveyed. Search for complementary data sources, substitutes and/or proxies. Complementation of information from interviews.
<b>Technician</b>	Understanding, institutional culture and scope regarding the conceptualization of the Project. The existence of scarcity, gaps and/or inconsistencies of information linked to key aspects of the Project.	Difficulties in the collection of quality information. This will limit the possibilities of carrying out in-depth analyses of the topics where such risks arise.	Strategy of triangulation of the primary and secondary information surveyed. Early analysis of secondary information to detect these situations. Search for complementary data sources, substitutes and/or proxies. Complementation of information from interviews.

## 7. Norms, evaluation standards and ethical principles

In this evaluation were applied <sup>7</sup>: the criteria of the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC) contained in *the Quality Standards for Development Evaluation*<sup>5</sup> and the *Evaluation Standards in the United Nations System*<sup>6</sup> and specifically the Guides, models and other tools generated within the framework of the *SDG Fund*<sup>7</sup>. Likewise, the methodology was used in accordance with the guidelines, norms and standards of evaluation and ethics of the UNS, the UNEG (United Nations Evaluation Group), the<sup>8 9</sup> *Protocol for adapting evaluations to the context of the pandemic*<sup>10</sup>, as a basis for its

<sup>5</sup> <https://www.oecd.org/dac/evaluation/dcdndep/46297655.pdf>

<sup>6</sup> <https://www.unevaluation.org/document/download/2701>

<sup>7</sup> <https://www.sdgfund.org/es>

<sup>8</sup> UNEG (2008). Ethical Guidelines for Evaluation. Available in:

<http://uneval.org/document/detail/21> <http://uneval.org/document/detail/22> <http://uneval.org/document/detail/102>

<sup>9</sup> "Integrating human rights and gender equality in Evaluation: towards UNEG guidance", UNEG, 2011.

<sup>10</sup> [https://www.ilo.org/eval/WCMS\\_757541/lang--in/index.htm](https://www.ilo.org/eval/WCMS_757541/lang--in/index.htm)

objectives and key questions, to guarantee the veracity of the analysis. Specific guidelines developed by ILO, UNDP and/or FAO relevant to this evaluation were incorporated.

The evaluation incorporated gender and human rights perspectives as a cross-sectional analysis in all its products and processes. The impact of COVID-19 was considered during the period assessed.

The ethical principles applied in the management of the evaluation are those of independence, impartiality, credibility, responsibility, honesty, and integrity (UNEG, 2016; UNEG, 2008). The dignity and diversity of the people interviewed and human rights, and gender equity and equality were respected (UNEG, 2011). The confidentiality of the information and data of the people involved was also preserved, respecting the right to provide information. At this point, informed consent was previously obtained when the information was collected, applying a similar protocol with all the interviewees (providing information on the reasons and scope of the evaluation, informing about the protection of identity and data of the persons interviewed, confidentiality and the use that was made of the information surveyed, and request your consent).

## 8. Findings

*"If older persons can access, learn and use new technologies, they will be better equipped to help achieve the Sustainable Development Goals, which are our universal call to action to end poverty, protect the planet and ensure that by 2030 all people enjoy health, peace and prosperity."*

*Secretary-General António Guterres.*

This section presents the main findings of the evaluation, which have been reached through the evaluation matrix as a guide initially proposed in the methodological proposal. The claims presented are the result of rigorous, systematic, and combined analysis of a diversity of primary and secondary sources of information and evidence.

### 8.1. Relevance

*This section answers the general question: **Did the intervention do the right thing?***

*Following the concepts developed by the OECD DAC, relevance is understood as the degree to which the objectives and design of the intervention respond to the needs, policies, and priorities of the subjects of law and/or people impacted by the intervention, of the partners/institutions and of the country, as well as to the global priorities, and they continue to do so even when circumstances change. Likewise, it considers the extent to which the initiative responds to human development priorities in the areas of women's empowerment and gender equality.<sup>11</sup>*

*Assessing relevance involves examining the differences and trade-offs between different priorities or needs. It requires an analysis of possible changes in the context to assess the extent to which the intervention could be adapted to remain being relevant.*

#### Assessment of the criteria of relevance

The Programme is considered highly **RELEVANT** both by the government and by the Agencies and bodies of the United Nations System of Chile, participants and non-participants of the same.

<sup>11</sup> "Glossary of key terms on evaluation and results-based management" (OECD DAC 2002)

<https://www.oecd.org/dac/evaluation/2754804.pdf>

"Best Criteria for Better Evaluation - Revised Definitions of Evaluation Criteria and Principles for Their Use" (OECD DAC Network) on Development Evaluation, 2020) <https://www.oecd.org/development/evaluation/Criterios-evaluacion-ES.pdf>

*"There could not have been a better time for the execution of a Programme of these characteristics. It was designed pre-pandemic, but it seemed that they could see the future of what would happen with the isolation of older adults because the pandemic" (person linked to the government).*

**Finding 1: The Programme was relevant to public policy towards older adults in Chile, since its design, carried out in 2019 before the beginning of the COVID-19 pandemic but became essential with the beginning of the pandemic, since the age group of older adults became a priority for the government.**

Law No. 19828 of 2002 created the National Service for the Elderly (SENAMA) as a public service, functionally decentralized, with legal personality and its own assets, which is subject to the supervision of the Presidency of the Republic through the Ministry of Social Development and Family, providing that it will ensure the full integration<sup>12</sup> of the older person to the society, their protection from abandonment and indigence, and the exercise of the rights recognized by the Constitution of the Republic and the laws. The law establishes that the Service will be responsible for proposing policies aimed at achieving the effective family and social integration of the elderly and the solution of the problems that affect them.

SENAMA's mission is to promote and contribute to positive aging, through the implementation of policies, programs, intersectoral articulation and public-private partnerships.

The United Nations report "The Impact of COVID-19 on Older People" (issued in May 2020), explained that all people are at risk of contracting COVID-19, but older people were more likely to become seriously ill if infected, with those over 80 dying at a rate five times higher than average. The report suggests that this may be due to underlying conditions affecting 66% of people over the age of 70; this also was the case in the Americas, where most COVID-19 deaths occurred at the time, in people aged 70 and over, followed by people aged 60 to 69.<sup>13</sup>

*"The design was pertinent as an interagency and multidimensional Programme from the beginning. It is in line with the country programme and priorities set by the latest governments" (United Nations staff person).*

While long-term care homes or facilities have been hardest hit, accounting for between 40% and 80% of COVID-19 deaths worldwide, in the Americas, where care for older people is most likely to take place at home, physical distancing was a particular challenge.

The Programme is not only relevant to public policy priorities in Chile, but the year 2020 marked the beginning of *the Decade of Healthy Ageing*<sup>14</sup> (PAHO-WHO), which highlights the need for governments, civil society, international agencies, the media, and others to work together to improve the lives of older people. their families and communities, and to address age discrimination and stigma.

According to the head of PAHO's Healthy Living Course Unit, Enrique Vega, "Healthy aging consists of developing and maintaining the functional skills that allow well-being in old age. COVID-19 has exposed not only the fragility of older people, but that of the systems and environments around them."

<sup>12</sup> <https://www.bcn.cl/leychile/navegar?idNorma=202950&buscar=19828>

<sup>13</sup> [https://www.un.org/sites/un2.un.org/files/old\\_persons\\_spanish.pdf](https://www.un.org/sites/un2.un.org/files/old_persons_spanish.pdf)

<sup>14</sup> <https://www.who.int/es/initiatives/decade-of-healthy-ageing#:~:text=La%20D%C3%A9cada%20de%20Envejecimiento%20Saludable%202021-2030%29%20ofrece%20la,familias%20y%20las%20comunidades%20en%20las%20que%20viven.>

The 2nd Voluntary National Report – Chile 2019, presented by the Government of Chile through the National Council for the Implementation of the 2030 Agenda for Sustainable Development, includes information on the progress of the targets linked to SDG 10 "Reduction of Inequalities". It also lists vulnerable groups, including various characterizations that older adults may be living with, but essentially groups such as dependent people who live alone or are institutionalized and who belong to the poorest 40%, families in which one or more of their members have moderate or severe dependence, belonging to the poorest 40%. It incorporates as a vulnerable group the localities without internet connection, composed of 1,495 localities as of June 2018 with a significant impact on the digital divide.

It is also linked to the national priorities expressed in the Government Programme of President Piñera 2018-2022, in his chapter on "positive aging and decent pensions. The government plan promotes positive, i.e., healthy, safe, participatory, and institutional ageing; as with the "Country Engagement Program".

**Finding 2: The Programme design was adequate to address the problems identified in the Program document in a pre-pandemic context, including its subsequent adaptation to the challenges posed by the COVID-19 emergency, consolidating the relevance of the initial design. The design and implementation of the Programme have been aligned with the socio-cultural context of Chile, both at the time of its design (2019) and in its adaptation to the needs of the health emergency due to the COVID 19 pandemic.**

The Program document concretely identified the problem linked to the social exclusion of older people and proposed as the objective of this Programme, to increase social inclusion and the protection of older people, through the strengthening of community networks and the improvement of access to the various programs, services, and social benefits available to them.

The Common Country Assessment (CCA) showed that Chile's population is aging; and if the trend continues, the range of those over 60, who currently correspond to 17% of the population (3 million people), will account for 33% in 2050 and those over 79 who today are 2.6% of the population, will reach 8.7%. In addition, most of the elderly population are women, especially over the age of 80. Vulnerability is higher in rural areas than in urban areas. Rural areas have a higher percentage of households with older people (47.9% vs 41% in urban areas), there are higher illiteracy rates (18.8% vs 6.4% in urban areas) and there is less access to services (such as health, markets, educational centers, transportation, etc.) (National Socioeconomic Characterization Survey - CASEN 2017). The situation is more pronounced among women and indigenous groups.<sup>15</sup>

The social exclusion experienced by some older people is multidimensional and consequently involves "the denial of basic human rights and limits the options and opportunities of older people to live a tolerable life" (Independent Expert on the use of all human rights by older persons, 2018:20). To prevent the social exclusion of older persons, the effective exercise of the right to an adequate life is related to subsistence rights, including the adequate availability of food, adequate levels of nutrition, housing and assistance when required.

*"The Programme itself and the approach it took in its adaptation to the pandemic, could not be timelier" (Person linked to the government).*

<sup>15</sup> <http://observatorio.ministeriodesarrollosocial.gob.cl/encuesta-casen>

*"The context was favorable since the country was more aware of not leaving anyone behind and from the UN it moved us to think about what we are not doing in relation to a group that is falling far behind" (Person from the United Nations staff).*

The Programme was designed in a context where the social explosion produced in Chile in 2019 placed on the agenda thematic issues related to gaps, social participation, and social groups in situations of vulnerability. Although at that time the issue of elderly people in vulnerable situations was very present, the reference to pensions was emphasized, without talking or making visible issues such as violence or abandonment, but placing the focus on poverty.

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At the beginning of the pandemic SENAMA was overwhelmed by the high demand for information, the imminent needs of support for older adults in general and those living alone or without family networks. For 10 years they had a system called "Fono Mayor" that received an average of ten calls per week for consultations and was served by two people from the SENAMA staff.

With the beginning of the pandemic, the sanitary restrictions imposed by the government and the high rate of cases of death of older adults due to COVID-19, the need for contingency led to forty people from SENAMA staff leave their regular duties to dedicate to answer calls from the "Fono Mayor". This contingency of responding to the needs of older adults, their families and environments, was not efficient for several reasons: the staff had to take care of other tasks to be able to cover this strip of the population in the variety of needs derived from the pandemic, the accumulation of calls and cases was recorded in an Excel spreadsheet that was handled by too many people, generating loss or loss of information, difficulty in monitoring, among other situations.

It is in this context that the reprogramming of the Programme identifies, together with SENAMA, the need to support a solution that promotes quickly, a more efficient, timely approach and response with the possibility of follow-up, thus giving birth to the "NODO Emergencia" platform. Were hired 16 people dedicated exclusively to that task, and trainings were held implementing the solution since July 2020.

*"It was super timely because there were older adults who had them visible but who would not have had an answer if the Fono Mayor had not been expanded. It also made visible the caregivers, who were forced by the pandemic to be 24/7 with the elderly and super restrained. It came at a time that was super opportune, it was a contribution in pandemic" (Person linked to the government).*

**Finding 3: The Programme incorporates in its design, indicators from the UNDAF results matrix 2019-2022, as a general guide to the actions of the UN in Chile, which in turn clearly identifies the population of older people as vulnerable, with their diversities, needs and rights.**

The United Nations Cooperation Framework for Sustainable Development in Chile (UNDAF 2019-2022) identifies in the general framework the "accelerated process of demographic transition, product of the sustained reduction of fertility and the increase in life expectancy. This will generate a progressive aging of the population, with its consequent pressure on the care and security systems, and the end of the so-called "demographic bonus" (since in the transition a large proportion of the population was of working age). In this context, increasing productivity

*to compensate for the end of the "bonus" and strengthening social security systems will be key.*" Likewise, in the spirit of "leaving no one behind", it requires accompanying people throughout the life cycle, providing opportunities and security that allow people and communities to exercise their rights, carry out their Programmes and develop their full potential. The care and provision of development opportunities for older people appear as particularly relevant challenges for the country in the coming years. Likewise, to promote standards, norms, protocols and organizational culture of state agencies, for the promotion of a dignified institutional treatment free of discrimination against all people, regardless of their age, sex, religion, ethnicity, disability, sexual orientation, nationality or other; in accordance with international human rights standards and technically accompany the State in the design of a coherent system of protection and care for the elderly, especially those with different degrees of dependency.

The UNDAF mentions both in its strategic area of economic development and the strategic area of social development, that the agencies and programs of the SNU intend to work, interagency and in collaboration with State counterparts, on a series of topics, including: decentralization and territorial planning, technical and technological modernization of State institutions, with special focus on the digitization of its information systems and the integrated management of large volumes of data that allow to inform and provide services of better quality and greater relevance to the population. The creation of a comprehensive system of social protection for the elderly, which takes care of the needs and opportunities that arise in a context of increasing life expectancy and increasing the quality of life at this stage, including health care, the promotion of economic autonomy, social integration, among others.

*"The objectives of each agency were considered by the coordinating team, but more thought was given to the Programme. The design is a good thought as a global idea and not from each agency. The priority was NODO and then let's look at the agencies" (United Nations staff person).*

The results of the proposal are closely linked to the United Nations Cooperation Framework for Sustainable Development 2019-2022 through Strategy Priority 3 / Direct Effect 6: "In 2022, access to public services and quality social protection mechanisms is expanded and consolidated, which favors the integral development of people, with an emphasis on children, the elderly and indigenous peoples."

Topics such as social protection, co-responsibility for household chores and care, the economic and social insertion of older adults, various actions related to the inclusion and leading participation of women, accessibility, disability, structural inequalities existing in the country and intertwined with gender, are mentioned in various ways, ethnicity, age, territory. The SDG indicators mentioned in relation to the SDGs targeted by the Programme are made visible in the UNDAF.

**Finding 4: The natural counterpart and main government support of the Programme has been SENAMA – National Service for the Elderly, a unit of the Ministry of Social Development and Family (an institution that was identified from the beginning of the application of the Programme idea to the SDG-Fund), participating with an active role and in conjunction with the implementing agencies (UNDP, ILO and FAO) from the design of the Programme, the decision-making process for reprogramming in the context of the pandemic, support in the selection of the Coordination Team, the implementation of the Programme and its implementation. SENAMA has supported the objectives of the Programme both at the central level and in the territories. The institutional communication between SENAMA and the United Nations System in Chile, occurred from the design stage directly with the implementing**



**Agencies and once the Programme Coordinating Team was constituted, institutional communication was constantly and permanently channeled with it.**

Once the possibility of access to the SDG-Fund was enabled, from the United Nations System, the initial idea was presented to SENAMA, involving its technical team as part of the design of the Programme. This early involvement generated a relationship of trust that was consolidated in the implementation process.

The national government through SENAMA has appropriated the initiative, has felt supported by the United Nations System in Chile in addressing a complex problem that it is the care of older adults at a key moment such as the beginning of the pandemic. An essential fact that forced the concrete approach for this target audience was the high number of deaths of older adults in long-stay facilities for the elderly (ELEAM) at the beginning of the pandemic, highlighting the high vulnerability of these people in relation to other age groups.<sup>16</sup>

*"SENAMA has been key, very present, very team, very listening, respecting the limits" (Person of the United Nations staff).*

SENAMA is a decentralized entity, with greater strengths at the central level. Each SENAMA regional office has different characteristics in terms of number of staff, coverage and services offered. In the 12 communes/neighborhoods where the pilot of the territorial intervention of the Programme was applied, SENAMA's support at the territorial level was constant and key to its development.

**Finding 5: The Programme contemplated the inclusion of the gender perspective in the planning of results and activities and has been relevant for both male and female older adults, as well as for caregivers of older adults. The Programme has been relevant in urban and rural contexts where the NODO+60 territorial pilot was applied.**

The SDG Fund establishes a clear mandate regarding the essential condition of gender mainstreaming from the very design of Programmes. The preliminary design team was made up of officials from the SNU and SENAMA, sensitized and with experience in programming with a gender perspective. UN Women participated in the design, delivering from the regional gender team guidelines and general recommendations for incorporating gender in the Programme. Then in the implementation, a gender specialist is incorporated from the beginning in the Programme Coordinating Team, who interacts constantly and permanently with the diversity of actors linked to the Programme.

The gender approach was considered in all the Programme products, for which it was key to have a gender specialist hired and being part of the Programme Coordination Team.

The products designed are aimed at improving the quality of life of the elderly population that is mostly made up of women and in line with SDG 5, considers the response to differentiated needs of men and women. In the design of the Programme, it is established that 20% of the budget is directly related to the achievement of SDG 5 and due to its integrated gender approach, it is considered that more than 50% of the budget contributes indirectly to this goal.

The achievement of good results in gender is perceived, this recognized at the regional level, since UN Women requests the sharing of the systematization of the experience.

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<sup>16</sup> Residences or countersupport for older people who, for biological, psychological or social reasons, require a protected environment and different care for the maintenance of your health and functionality.

Although it was not a Programme with the focus on gender, it was possible to insert transversal approaches for a differentiated impact.

The Programme focused on a limited number of people and neighborhoods. It worked as a pilot Programme. It has the potential to impact SDGs 1, 5, 10 and others, if replicated, improved, broadened for greater coverage. For example, in SDG 5: eliminate violence against women and recognition of care work. The work that was carried out has an impact to the extent that in each of the communes training and communication campaign on domestic violence against older women were carried out. In Chile, most surveys on violence against women reach 60 or 65 years of age, so there is no data on abuse of women beyond that age.

As the intervention in territories progressed, the territorial teams of SENAMA as the territorial coordination of the Programme, perceived how different people were incorporating the discourse of gender and intra-family violence in older people, issues of violence in couples, against mothers and grandmothers, which configure gender violence.

Starting from the basis that the largest proportion of older adults are women, in addition to women generally facing the tasks of caring for the elderly, it can be concluded that, through the different solutions offered from the Programme, it has been relevant for both men and women.

Likewise, the dimension referred to urban and rural environments was incorporated from the design, establishing as a target population older people (in rural and urban areas) who do not have support networks (family or community), because they live alone or with another elderly person, because they have some type of functional difficulty that prevents them from actively participating in society, or because they have had limited access to the social programs available from the State to improve their quality of life in selected neighborhoods/localities in 12 communes of the country.

The Programme also benefits caregivers of formal and informal older people, who are mostly women. It therefore benefits older people, as well as networks of people close to them, by creating and sharing information on available support from the public and private sectors, and by making information available on key aspects of the well-being of older people.

In the report of the Impact Assessment of the Programme<sup>17</sup>, it is established that the implementation of the Node Programme involved the identification of three scales of work: i) the elderly, direct beneficiaries of the Programme and around whom the support networks are articulated; (ii) the territories or neighborhoods in which the beneficiaries are located; and (iii) the communes in which these territories are located. The pilot implementation of the program was carried out in 12 communes of the country, which were selected according to three criteria: i) Condition of lag of the commune; (ii) poverty status of the commune; and (iii) geographical location of the commune. The selection methodology allowed to define communes with various characteristics that account for the national heterogeneity, hoping to have varied experiences that allow this pilot to be scaled in the long term to other communes in the country.

The prioritization was made based on the number of elderly heads of household in the commune, according to information from the Population and Housing Census of 2017, as well as other conditions such as: accessibility, administrative diversity, regional diversity among others. The criteria and communes were worked on and validated with SENAMA.

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<sup>17</sup> Impact assessment of the NODO Platform carried out by the specialist Pablo Celhay.



For the baseline of the Impact Assessment, 533 people belonging to 12 communes of the country were surveyed, of these 234 (43.9%) were men and 299 (56.1%) were women. The impact evaluation identified, among others, variables of life cycle, rurality, situation or marital status, employability/occupation, interculturality – ethnicity.

The applied surveys inserted questions with a focus on disability, access to technology, digital skills, as well as socio-emotional aspects such as relationship with significant people, perception of the territory they inhabit, participation in community organizations and social programs, emotional support – informational – instrumental – material – affective – social interaction – leisure, ability to deliver support to others, perception of quality of life, perception about ageing.

For its part, the Qualitative Evaluation of the NODO Platform critically analyzed the results of the design and implementation process of the intervention model of the Node Programme in the territories (communes of <sup>18</sup>Arica, Taltal, Rio Hurtado, La Serena, Valparaíso, La Pintana, San José de Maipo, San Clemente, Padre las Casas, Purén, Valdivia and Aysén), identifying how support networks for the elderly are created, articulated and coordinated by establishing links with the actors identified in the territories.

## 8.2. Effectiveness

*This section answers the general question: **Did the intervention achieve its objectives?***

*It understands effectiveness as the degree to which the intervention has achieved, or is expected to achieve, its objectives and results, including differentiated outcomes between groups (OECD-DAC).*

### Assessment of the criteria of effectiveness

The Programme is considered as **HIGHLY SATISFACTORY EFFECTIVENESS** in relation to the achievement of its objectives since, in the analysis of compliance with the indicators of the Results Matrix, it had no deficiencies in the achievement of these.

The effectiveness of the Programme is analyzed from the perspective of meeting the expected effects and outputs included in the Programme results framework. In the first instance, a qualitative analysis of the products contained in each effect is carried out, followed by a detailed analysis of its indicators, explaining the results obtained in each of them.

**Finding 6: The Results Matrix was widely met with an unanimous assessment of "highly satisfactory" for each proposed indicator, reaching and in cases exceeding the goals established in the performance indicators as outputs:**

Next, the evaluation of effectiveness in relation to the fulfillment of the indicators reflected in the matrix of results of the Programme:

<i>Effects / products of the Programme</i>	<i>Indicators of the results matrix</i>	<i>Feedback</i>	<i>Efficacy assessment</i>
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<sup>18</sup> Qualitative Evaluation of the NODO Platform Programme, carried out by the specialist Claudia Olavarría.

Effect 1: In 2022, institutions and social entities work in an intersectoral manner to develop and implement policies to address inequality, vulnerability and social exclusion.	Outcome 1 indicator 1: Number of policies, programs or other national or subnational initiatives that includes recommendations, findings or inputs generated through the networks / platform and other things adopted by the participating institutions and organizations.	Baseline: N/A Target 2020: 0 Result 2020: 1 Target 2021: 2 Result 2021: 3 • Emergency Node Platform • Platform I Take Care of You • Strategic Guidelines for Ageing The Programme contemplated the development of an ecosystem of digital platforms to contribute to the integral well-being of the elderly through the use of Information Technologies (ICT). The results exceed the established goals.	Highly Satisfactory (AS)
	Outcome 1 indicator 2: Number of initiatives aimed at reducing gender inequality amongst the elderly adopted by the participating organizations and institutions	Baseline: N/A Target 2020: 0 Result 2020: 2 Target 2021: 1 Result 2021: 2 • Continuity of the Me Cuido Te cuido Platform for 2022 as a component of the SENAMA Home Care Program • Continuity of the Emergency Node Platform (Fono Mayor) for 2022 as a component of the Good Treatment of the Elderly Program of SENAMA (National Service for the Elderly). The results exceed the established goals.	Highly Satisfactory (AS)
Output 1.1: Community networks, designed participatively, to provide services to the elderly.	1.1.1: Percentage of key institutions / actors involved in the design of the network out of the total number of key stakeholder institutions.	Baseline: 108 Target 2020: 50% Result 2020: 54.63% Target 2021: 50% Result 2021: 52% The Programme Coordinator Report makes explicit the Mapping Report of Players, which are grouped as follows: academia, government/intervention programs, people, public-private, representatives of older people, civil society.	Highly Satisfactory (AS)

	<p>1.1.2: Percentage of key institutions / players promote gender equality that participate in the design of the network out of the total number of those that participate in the network design.</p>	<p>Baseline: 59 Target 2020: 20% Result 2020: 18.64% Target 2021:20% Result 2021: 45% Same comment as the previous indicator.</p>	<p>Highly Satisfactory (AS)</p>
	<p>1.1.3: Number of work strategies / approaches to ensure the inclusion of players in the network, with a tested and / or validated gender approach.</p>	<p>Baseline: 0 Target 2020: 2 Result 2020:2 Goal 2021:2 Result 2021:13 The Programme Coordinator Report makes explicit the identification of obstacles and facilitators for territorial intervention, grouped according to each of the 12 territories. Key aspects with a gender focus are identified for work with older people in the territory: 1. Feeling of loneliness of older people, especially in the COVID-19 pandemic 2. Lack of access to health for older people, especially in the COVID-19 pandemic 3. Need for autonomy of older people, especially in the COVID-19 pandemic 4. Social Media and Community Care 5. Family network and informal care 6. Vulnerability and lack of self-valence 7. Social isolation 8. Women's maturity 9. Care and gender 10. Gender considerations in ageing 11. Old age in rural territories 12. Rural localities and internet access gap 13. Telecare and telelinks 14. Digital divide and appropriation of digital technologies 15. Senior friendly cities. Likewise, these work strategies are developed: -Communication strategy with a gender approach, and - Technical guidelines for intervention from a gender and human rights perspective.</p>	<p>Highly Satisfactory (AS)</p>

	1.1.4: Percentage of key themes / aspects according to women's and men's needs, identified in the diagnosis that are integrated into the design of the network / platform.	Baseline: 15 Target 2020: 0% Result 2020: 0% Target 2021: 40% Result 2021:100% Same comment as the previous indicator.	Highly Satisfactory (AS)
	1.1.5: Percentage of key gender issues / issues identified in the diagnosis that are integrated into the network / platform design	Baseline: 2 Target 2020: 50% Result 2020:50% Target 2021:50% Result 2021:100% Same comment as the previous indicator.	Highly Satisfactory (AS)
Output 1.2: National and regional public institutions, and other social organizations, use data and knowledge created through the support networks.	1.2.1 Percentage of platform players that perceive the inputs / recommendations from the network as useful.	Baseline: N/A Target 2020: 0% Result 2020: 90.54% Target 2021: 70% Result 2021: 94% A satisfaction survey of territorial trainings was applied where the highest percentage of responses of the 290 surveys was for "high satisfaction". Likewise, 52 satisfaction surveys were applied for training in gender and human rights, the highest percentage of which was for "high satisfaction" responses.	Highly Satisfactory (AS)
	1.2.2 Percentage of inputs generated on the network and the platform that incorporates information disaggregated by sex and with gender analysis.	Baseline: N/A Target 2020: 0% Result 2020:0% Target 2021:70% Result 2021:90% The e-learning courses as well as the publications made within the framework of the Programme, contain information with gender analysis.	Highly Satisfactory (AS)

<p>Outcome 2. Effect 2: The elderly have access support networks created at a community level and available social benefits, in an articulated manner.</p>	<p>Outcome 2 indicator 1: Percentage of elderly people receiving services / benefits through the network in each municipality, disaggregated by sex and age groups (60 - 70 years and 70 years and over).</p>	<p>Baseline: defined by the impact assessment.            Target 2020: 0%            Result 2020:0%            Target 2021:60%            Result 2021:100%</p> <p>The impact assessment was applied in 12 communes of Chile, considering a total of 533 participants in the experiment (234 men and 299 women).            The target population consists of people over 60 years of age who live in prioritized neighborhoods, defined by the Programme. In these neighborhoods, it focused on people with higher indicators of social isolation. The result of the registration of the neighborhoods that were incorporated in the pilot is a list of potential beneficiaries: population over 60 years of age that meets the targeting criteria.</p>	<p>Highly Satisfactory (AS)</p>
	<p>Outcome 2 indicator 2: Percentage of older people who perceive the interactions made through the network as significant, disaggregated by sex and age groups.</p>	<p>Baseline: defined by the impact assessment.            Target 2020: 0%            Result 2020:0%            Target 2021: 70%            Result 2021: 76%</p> <p>The exit survey incorporated a question about the satisfaction of having participated in the Programme, which was applied to 191 people in the treatment group. The most responses were for "high satisfaction."</p>	<p>Highly Satisfactory (AS)</p>

	<p>Outcome 2 indicator 3: Perception index on old age in the municipalities involved, disaggregated by sex and age groups.</p>	<p>Baseline: defined by the impact assessment.  Target 2020: 0%  Result 2020:0%  Target 2021: Change of perception 10%  Result 2021: 9.4%  The impact assessment surveyed information on the change in the perception of old age by the older participants. The overall results show an 8.3% reduction in the perception that those over 60 are dependent and a 10.5% reduction in the perception that those over 60 are less productive.  The impact evaluation finds that when disaggregating the effects by sex, it is observed that men reduce by 11% their perception that those over 60 years of age have poor health, while in the case of women there is a reduction of 12% of women who believe that those over 60 years of age are less productive.</p>	<p>Highly Satisfactory (AS)</p>
	<p>Outcome 2 indicator 4 Number of requests made by elderly people or their Caregivers, managed through the Nodo Emergency platform.</p>	<p>Baseline: 4,300  Target 2020: 25,000  Result 2020: 31,057  Goal 2021: -  Result 2021: 18,014  Average of 84 daily calls in 2021, 54% made by the elderly person, 34% by a family member, 13% by a third party. Of the total, 68% are women.</p>	<p>Highly Satisfactory (AS)</p>
<p>Output 2.1 Community networks implemented and evaluated at the municipal level.</p>	<p>2.1.1 Percentage of key local individual / institutional stakeholders participating in the network, in each municipality, disaggregated by sex.</p>	<p>Baseline: average of 30 in each commune/neighborhood.  Target 2020: 0%  Result 2020:0%  Target 2021:40%  Result 2021:43%  See results at the bottom.</p>	<p>Highly Satisfactory (AS)</p>

	<p>2.1.2 Number of pilot projects implemented and evaluated at the municipal level.</p>	<p>Baseline: N/A          Target 2020: 0          Result 2020:0          Goal 2021:10          Result 2021:11          The impact assessment evaluated the 12 pilot Programmes implemented in 12 communes of the country.</p>	<p>Highly Satisfactory (AS)</p>
	<p>2.1.3 Percentage of municipal gender-equality focused pilots implemented and evaluated out of the total number of pilots.</p>	<p>Baseline: N/A          Target 2020: 0%          Result 2020: 0%          Goal 2021:100%          Result 2021:100%          The 12 pilots incorporated a gender perspective and were also evaluated.</p>	<p>Highly Satisfactory (AS)</p>
	<p>2.1.4 Number of interactions completed through the network / platform.</p>	<p>Baseline: 0          Target 2020: 0          Result 2020:0          Goal 2021:1,350          Result 2021: 4,266 interactions from network users.</p>	<p>Highly Satisfactory (AS)</p>
	<p>2.1.5 Percentage of satisfaction of people that benefited from the platform, disaggregated by sex.</p>	<p>Baseline: N/A          Target 2020: 0%          Result 2020:0%          Target 2021:80%          Result 2021:85%          313 e-learning and Platform satisfaction surveys were applied, whose highest percentage of responses was "high satisfaction". 45 surveys were applied to users of the Node 60+ APP, asking if they would recommend using the Nodo60+ application to other people, with the highest percentage of "high satisfaction" responses.</p>	<p>Highly Satisfactory (AS)</p>
	<p>2.1.6 Level of satisfaction of individual / institutional partners that provide services to the network / platform, disaggregated by sex.</p>	<p>Baseline: 0%          Target 2020: 0%          Result 2020:0%          Target 2021:70%          Result 2021:89%          65 surveys were applied to institutional allies, asking about the degree of satisfaction with the work done by the Node Programme in the commune. The most responses were for "high satisfaction."</p>	<p>Highly Satisfactory (AS)</p>

Output 2.2 Consolidated caregivers support system aimed at redistributing these tasks and improving the quality of caregivers.	2.2.1 Percentage of tools / inputs according to gender that provide care and that are a part of the network design.	Baseline: 17 Target 2020: 0% Result 2020:0% Target 2021:50% Result 2021:59%	Highly Satisfactory (AS)
	2.2.2 Percentage of people providing care and that are highly satisfied with the network/platform's response to their problems or needs, disaggregated by age and gender.	Baseline: 0 Target 2020: 0% Result 2020:0% Target 2021:80% Result 2021:80% 76 satisfaction surveys were applied with e-learning care course and Care Platform. The total percentage was for "high satisfaction"	Highly Satisfactory (AS)

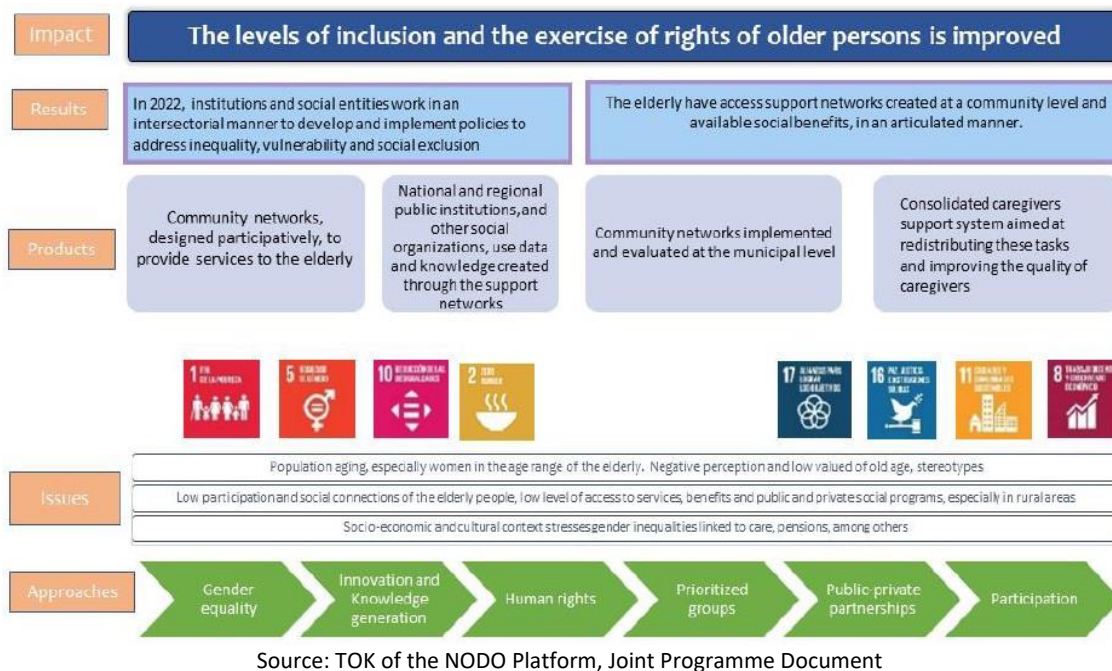
**Finding 7: The Theory of Change was adequate and even highly relevant to the context of the pandemic, which generated an opportunity for the Programme in terms of strengthening its relationship with the government and the possibility of generating useful and essential actions for the affected population and for the scope of the expected change. It was not necessary to modify or adapt the Theory of Change, since the chain of results became more relevant due to the pandemic situation.**

It can be concluded that the Theory of Change was adequate even before the possibility of a pandemic was known and taking on greater relevance at the beginning of it, both in the success with respect to the main and secondary target audience, the chain of results embodied, and the products achieved that in turn they allow the interventions as a whole to contribute to the theory of change desired by the intervention.

Regarding the assumptions and risks, considering that both the Programme and its Theory of Change were originally thought and designed before the Covid 19 pandemic, the risk forecast, and mitigation measures remained in force and became relevant in the new context.

The impact of the context on the Theory of Change was somewhat positive, since the situation generated by the pandemic and the associated crises (health, humanitarian, social, etc.) strengthened the government's focused view on the elderly population, as it is especially affected by the situation. This generated an opportunity to strengthen the synergy of work between the Programme and the government counterpart (SENAMA), which although already involved from the initial design process, found a key strategic ally to meet the needs of the older population in its charge.





**Finding 8: The Joint Program has contributed to shaping a new approach to the generation of ICT platforms to link people and services effectively and a territorial approach model applied as a pilot, which have been appropriated by the government as elements for the improvement of public policies aimed at older people, generating the conditions for the acceleration of SDG 1, 5 and 10 in Chile. The Programme contributed to the fulfillment of the Transformative Results, giving a greater contribution in the first of these. The Programme has contributed to UNDAF Priority 3/Direct Effect 6, as well as to the national priorities embodied in the Country Engagement Programme on Older Persons.**

The Programme document states that, with respect to the **expected impact on the SDGs**, it will specifically accelerate progress towards SDGs 1, 5 and 10, focusing on promoting the social inclusion of older adults, by strengthening community organization networks and improving access to public and private services available to this age group.

**SDG 1: End poverty.** End poverty in all its forms around the world.

- Target 1.3: Implement at the national level appropriate social protection systems and measures for all, including minimum levels, and, by 2030, achieve broad coverage of the poor and vulnerable.
- In budgetary terms, it was foreseen that 45% of the total budget of the Programme contributes to this SDG.

**SDG 5: Gender equality.** Achieve gender equality and empower all women and girls.

- Target 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual exploitation and other forms of exploitation.
- Target 5.4: Recognize and value unpaid care and unpaid domestic work through the provision of public services, the provision of infrastructure and the formulation of social protection policies, as well as through the promotion of shared responsibility in the home and family, as appropriate in each country.
- In budgetary terms, it was foreseen that 20% of the total budget of the Programme contributes to this SDG.

**SDG 10: Reduction of inequalities.** Reduce inequality within and between countries.

- Target 10.2: By 2030, enhance and promote the social, economic, and political inclusion of all people, regardless of age, sex, disability, race, ethnicity, origin, religion or economic status or other status.
- In budgetary terms, it was foreseen that 35% of the total budget of the Programme contributes to this SDG.

The **National Council of the 2030 Agenda in Chile** defined the indicators **to be considered for the different SDGs**. For the goals targeted by the NODO Platform, the indicators reported are:

- *1.3.1 Proportion of the population covered by minimum systems or levels of social protection, disaggregated by sex, children, unemployed, elderly, disabled, pregnant women, newborns, victims of occupational accidents, poor and vulnerable.*  
Data from 2017 indicate that this proportion reaches 88.2%, determining this percentage as a baseline to be contrasted in new measurements.<sup>19</sup>
- *5.2.1 Proportion of women and girls aged 15 and over who have experienced physical, sexual or psychological violence at the hands of their current or former partner in the past 12 months, disaggregated by form of violence and age.*  
The baseline reported corresponds to before 2015 and reaches 11.7%.<sup>20</sup>
- *5.2.2 Proportion of women and girls aged 15 and over who have experienced sexual violence at the hands of persons other than their partners in the past 12 months, disaggregated by age and place of occurrence.*  
The baseline reported corresponds to before 2015 and reaches 4.0%.<sup>21</sup>
- *5.4.1 Proportion of time spent on unpaid domestic and care work, disaggregated by sex, age and location.*  
The reported baseline corresponds to 2015 and reaches 15.3%.<sup>22</sup>
- *10.2.1 Proportion of persons living below 50 per cent of median income, disaggregated by sex, age and persons with disabilities.*  
The reported baseline corresponds to 2015 and reaches 19.3%. The last data reported corresponds to 2017 and reaches 19.7%.<sup>23</sup>

By supporting the community to play a greater role in the care of older adults, the Programme sought to strengthen social protection actions. Connecting public and private services to older adults and their caregivers also improved older adults' access to a wide range of benefits. All of this ultimately contributes to reducing the poverty of this group.

It also managed to identify and take charge of some barriers that older people have, broadening the look towards the barriers to participation. The gender approach was mainstreamed and materialized from the design of the Programme to the different aspects of its implementation, contributing to the scope of results directly linked to gender perspective issues such as diversities in the needs of older men and women, the tasks of caregivers, violence against older people and between them, among other aspects. From the Programme there was a real concern

<sup>19</sup> <http://www.chileagenda2030.gob.cl/indicadores/indicador1>

<sup>20</sup> <http://www.chileagenda2030.gob.cl/indicadores/indicador5>

<sup>21</sup> <http://www.chileagenda2030.gob.cl/indicadores/indicador5>

<sup>22</sup> <http://www.chileagenda2030.gob.cl/indicadores/indicador5>

<sup>23</sup> <http://www.chileagenda2030.gob.cl/indicadores/indicador10>

in the effective insertion of the gender perspective in all the materials generated for the communication, as well as guides and manuals for the territorial approach.

The Programme also contributed to the acceleration of SDG 10 by surveying the realities of older adults, as dependent older adults and their caregivers are subject to specific vulnerabilities related to their condition, which are even greater from the age of 60. Also, by paying special attention to the specific needs of older women, the Programme contributes to SDG 5.

The perspective of the Programme was expanded in the evolution of the intervention, incorporating new specificities that contributed to make visible other SDGs in addition to the three prioritized. For example, among others, SDG 17 "Partnerships" was prioritized since, both at the central and territorial levels, numerous alliances were managed with strategic partners that contributed to the achievement of results (academia, government/intervention programs, people, public-private, representatives of the elderly, civil society).

In the territories, the Programme was closely linked to the deployment of the SDGs 2030 based on specific instances such as advice, training, operations, workshops, and meetings.

The resources that the Programme has applied for the deployment of the NODO ecosystem both with the platforms, the territorial approach, and the communication strategy, do not have a scale to move for statistical purposes, the national indicators of progress of the SDGs. However, the platforms converted into a public good (appropriated by the government) and the territorial model applied as a pilot in 12 communes of the country, accompanied by the generation of information and data on the impact of the same; are useful for the government to deepen the approach to rights and improve the quality of life so as not to leave behind the elderly of Chile.

The Programme has contributed to strengthening SENAMA's mission: "to promote and contribute to positive ageing, through the implementation of policies, programs, intersectoral articulation and public-private partnerships" and has contributed to the fulfillment of the UNDAF specifically its Strategy Priority 3 / Direct Effect 6: "In 2022, access to public services and quality social protection mechanisms is expanded and consolidated, which favors the integral development of people, with emphasis on children, the elderly and indigenous peoples." It is also aligned with the national priorities expressed in President Piñera's Government Program 2018-2022, in its chapter on "positive aging and decent pensions". The government plan promotes positive, i.e., healthy, safe, participatory, and institutional ageing; as with the "Country Engagement Program".

Regarding the **Transformative Results**, the Programme established two:

*Transformative result 1:* Led by SENAMA, the Emergency Node Platform will be available for use at the national level (with the possibility of exporting the idea in the region in appropriate contexts). The Platform is expected to serve 31,000 people (including rural women) with what is expected to contribute to improving ICT capacities and, finally, facilitating access to social support services.

*Transformative result 2:* The platform will allow to collect more accurate data on multidimensional poverty in older people, specifically in the dimension of networks and social cohesion, in 10 low-income municipalities, which in turn will provide information on key variables on social inclusion that should provide information to national public policies. A more inclusive vision of empowering older people will be fostered and integrated into local, national culture and local partners.

As for the first transformative result, it can be said that it was widely achieved. The NODO Platform and its three sub platforms were available and managed to be useful tools to facilitate access to social services by older people, strengthen support networks for older people, offer training and support for caregivers, among other things. In addition (and as will be deepened later in the sustainability section), a check of the alignment with the needs of the age population and the needs to incorporate ICTs efficiently by the government to link services and people is the appropriation of the NODO Platform tool that has been absorbed by the Ministry of Social Development, emphasizing people with disabilities and currently being implemented by SENADIS.

For the second transformative result, the impact evaluation carried out with the general objective of evaluating support interventions for older adults, caregivers and their personal networks, which allow them to benefit through the strengthening of their support networks, integration with social services and support in terms of their needs, it concluded with respect to this result transform, the following: *"According to what has been presented, it is observed that the NODO Platform did not produce a significant impact on the variables of relationship with significant people (family or friends). Despite this, there is a significant impact on positive social interaction/leisure and distraction, specifically a 20% increase in older adults having someone to relax with, a 16% increase in older adults having someone to forget their problems with, and an 11.5% increase in having someone to have a good time with."*

It is important to consider that at the beginning of the pandemic and the context of the Programme was affected, the SDG Fund authorized the reprogramming of 11% of the budget and actions for the adaptation to the new context. However, the pre-designed transformative results could not be modified.

What we wanted to achieve initially was to raise new problems or make visible problems of the elderly that were not mapped in the State and that this would be an input for new designs of public policies.

It is perceived that both the need to reschedule actions before the beginning of the pandemic and the health restrictions that led to postponing the start of the intervention in the territory, generated that, although data could be collected with a multidimensional view of poverty, this was not enough to comply with the proposed result.

However, complementing Transformative Outcome 2, the communications strategy included several products whose objective was to promote a more inclusive vision of older adults as subjects of rights and the visibility of care work carried out essentially within homes by caregivers, in large proportion women who in turn are also elderly people providing support to other people with dependency.

Likewise, extensive information has been collected at the local level in each of the 12 communities, which can be an indication for the improvement of approaches, also having as a learning that the solutions could perhaps be standardized to some extent, but territorial diversities must be visible and included. As an example, in the document generated from the Programme "NODO Platform. Strengthening networks for the elderly in Chile", includes reflections, good practices and learning from the 12 communes:

Territory	Reflection
<i>Region of Arica and Parinacota, commune of Arica</i>	From the perspective of territorial management, the work carried out contributed to the generation, visibility and strengthening of networks between relevant institutions, as well as between community organizations and institutions in this territory.
<i>Antofagasta Region, commune of Taltal</i>	Key learning highlights the importance of working together with institutions, organizations and professionals already installed in the territory, advancing the objectives of the Programme through it. On the other hand, a qualitative diagnosis should be considered when selecting and applying similar programs, highlighting the fundamental heterogeneities for the insertion of activities and processes in each territory. From the perspective of territorial management, the work carried out contributed to install the theme of old age and aging, giving focus and value to the elderly in a neighborhood where previously it was not visible around their problems.
<i>Coquimbo Region, commune of La Serena</i>	From the perspective of territorial management, the work deployed contributed to the installation of a narrative of "being a node" as a participatory articulation around certain themes and interests that are linked to other nodes. Progress was made towards a way of understanding each other in a map of relationships of support networks and co-responsibility. It also contributed in inserting and developing a dignifying perspective of the elderly.
<i>Coquimbo Region, commune of Río Hurtado</i>	As relevant learning, it is recognized the importance of adapting to difficulties and to attend to the particularities of each territory. From the perspective of territorial management, the work deployed contributed to articulate relations between local institutions and organizations.
<i>Valparaíso Region, commune of Valparaíso</i>	From the perspective of territorial management, the work deployed contributed to articulate a group oriented to work on issues of old age and aging both in terms of community as from the beneficiaries, giving a space and delimited instances for it.
<i>Metropolitan Region, commune of La Pintana</i>	Regarding the challenges in this neighborhood, a relevant complexity was the period of elections and change of authorities during the year 2021, given that it influenced the pace and enthusiasm around the Programme. In addition, the lack of diagnosis in terms of digital literacy of the territory had to be faced, which then impacted on the socialization phase of the NODO 60+ application. Despite the above, from the perspective of territorial management, the work deployed contributed to focus and channel reflections and discussions of social leaders around to the theme of old age, aging and their concerns and experiences as people Greater.
<i>Metropolitan Region, commune of San José de Maipo</i>	A relevant challenge in this commune refers to the absence of reliable quantitative data to contribute to the territorial diagnosis, so that the diagnosis had to be made by pulse in the field. Despite the above, from the perspective of territorial management, the work deployed contributed to reflect on the social image of old age, as well as to strengthen the knowledge of the relevant public offer, such as the Fono Mayor.
<i>Maule Region, commune of San Clemente</i>	From the perspective of territorial management, the work deployed contributed to install notions of co-responsibility in the care of the elderly, overcoming age perspectives, recognizing them as subjects of law.
<i>Region of La Araucanía, commune of Padre Las Casas</i>	from the perspective of territorial management, the work carried out has contributed to making visible the problems of older people, ensuring that the issue is installed both in the discourse of the people involved, and in various initiatives of organizations and institutions.

<p><i>Region of La Araucanía, commune of Purén</i></p>	<p>it is considered that there were greater difficulties at the level of individual, personal or family intervention, since there was resistance to calls for collective activities, so that one-on-one work with the beneficiaries was privileged. On the other hand, it is also considered that there was a lack of institutional presence from the central NODE Team, which would have given greater support to the initial insertion as well as the deployment of activities. Despite the above, from the perspective of territorial management, the work deployed managed to install a programmatic agenda on the issue of older people in various Programmes of community organizations.</p>
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**Finding 9: The impact evaluation showed that the NODO Platform has been effective in generating changes in both short-term and process variables, as well as medium-term variables. Have contributed in a differentiated way to the well-being of women and men, essentially in the perception of aging.**

The impact evaluation was carried out in 12 communes of Chile, considering a total of 533 participants for the baseline (234 men and 299 women). Meanwhile, 399 participants were surveyed at the starting line.

The impact evaluation finds contributions in a different way for men and women for the variables:

- Access to technology
- Digital capability
- Digital affinity
- Relationship with significant people
- Participation in community organizations
- Participation in social programs
- Perception of the territory it inhabits
- Emotional and informational support
- Instrumental and material support
- Support Positive social interaction/leisure and distraction
- Affective support
- Ability to deliver support to others
- Perception of quality of life
- Perception of aging

Among its conclusions, it states the following:

"The **NODO Platform has been effective in generating changes** in both short-term and process variables, as well as medium-term variables, in its beneficiaries."

Specifically in the variable of **perception of aging**: "**there are differentiated effects according to the sex of their beneficiaries**, which is relevant to consider in the future, since beneficiaries of different sex may have different needs; this fact would require adapting the intervention to consider these differences".

Likewise, **in relation to the disability status of the elderly subjects of the intervention**, it concludes:



"To perform the analysis according to the disability condition of the participants, the effects are especially derived by the participants who are not in a situation of disability. This allows us to realize that an intervention that considers people with some type of disability requires that the contents and accessibility to information be adequate for this population, especially considering the difficulty of access to technology. This is established as a relevant improvement space for the Programme for its subsequent scaling."

Regarding the aspect of rurality and specifically rural women, the Programme considered the diversities with respect to these specific characteristics, which were essential for the territorial approach.

**Finding 10: The management of the Programme was highly effective, achieving the objectives set out in the Programme document. The changes that the Programme underwent in relation to its original approach, to adapt to the urgency of the pandemic, were effective. Reporting responsibilities were clear, and decision-making was given in a transparent and timely manner. The assessment of the execution of the Programme both by the implementing Agencies, as well as by other actors of the UNS and the government counterpart, is highly positive.**

The Programme was designed in a complex socio-political context, within the framework of the social explosion that occurred in Chile in 2019, which placed on the agenda the social gaps that until then were less visible, such as the situation of vulnerability of the elderly.

The application to the SDG Fund was led by the Resident Coordination and the design was carried out interagency by the Agencies of the System, participating with greater involvement UNDP, ILO and FAO who would be the implementing agencies.

The implementation begins in coincidence with the declaration of pandemic of Covid 19, so the SDG Fund is requested the possibility of reprogramming to adapt the Programme to the emergency needs arising essentially in reference to the elderly as a group in a special situation of sanitarian and psychosocial vulnerability. Reprogramming is authorized for the relocation of up to 11% of the budget and activities, but without the possibility of modifying transformative results and indicators.

Between the months of March and April 2020, the Programme was constituted in an Operational Unit independent of the agencies. A team of professionals hired specifically for this purpose was formed and the management tasks were separated from the operations of the Agencies.

The management of the Programme was highly effective in terms of the concretion of the results and planned products, reaching and exceeding the fulfillment of the indicators, but also the general perception of the people interviewed for this evaluation is that the professional quality of the team is added to the professional quality of the team. or the high capacity of the same in terms of soft or socio-emotional skills. This is relevant to highlight especially in the context of the pandemic in which they had to work, since the challenges were multiple: a new team that was not previously known and had the task of implementing this Programme, a relationship with the government through SENAMA that became strategic in the face of the situation of very high vulnerability of the elderly and the urgent need to respond to them.

The Programme Coordinating Team was made up of professionals hired for this purpose, that is, mostly inserted from outside of the United Nations System, so in addition to joining a new role, they had to face the challenge of training during the pandemic both in the theme of the

Programme, and in the understanding of the dynamics and processes of the UNS and the implementing agencies.

Likewise, both the new team and the implementing Agencies had to face the challenge of amalgamating different processes and ways of working of each of the three Agencies, to converge in timely results in a timely manner.

Regarding the governance of the Programme, different levels of management were established:

#### **Steering Committee**

- Resident Coordinator of the United Nations System in Chile.
- Director of the National Service for the Elderly (SENAMA).
- UNDP Resident Representative in Chile.
- FAO Deputy Regional Representative for Latin America and the Caribbean and FAO Representative in Chile.
- Director of the ILO Office for the Southern Cone of Latin America.

#### **Technical committee**

- UNDP representatives - lead agency.
- ILO representatives.
- FAO Representatives.
- OCR representatives.

#### **Implementing Team**

- Programme coordinator.
- Programme assistant.
- Communications manager.
- Monitoring and evaluation support.
- Gender and human rights support.
- Support for systematization and analysis.
- Coordination of territorial management
- 12 territorial managers.

#### **SENAMA Coordination Table**

Based on the progress of the Programme, a permanent joint working group was formed with SENAMA, collaboratively addressing the various dimensions covered by the NODO Platform.

#### **Advisory Committee**

- ITU Technical Specialist.
- UN Women Technical Specialist.
- OHCHR technical expert.
- PAHO/WHO Technical Specialist.
- UNESCO Technical Specialist.
- ECLAC Technical Specialist.
- Technical experts from other bodies whose participation is considered relevant.

The Steering Committee was responsible for ensuring the overall implementation, review of implementation strategies, methodologies, content development, and proposal of necessary adjustments, accountability, and conflict resolution, as well as dialogue with the Government and its agencies involved, civil society counterparts and the private sector.



The Implementing Team demonstrated solidity to face the challenge of Programme management, so it had a wide margin of action for timely decision making.

*"The technical team was fundamental for the interagency work to flow in a pleasant way to match the times, dynamics of each agency. The soft skills of the team were what allowed it to flow better than in other interagency Programmes" (United Nations staff person).*

Interagency meetings were held with a periodicity of one week, which were gradually spaced to two weeks and then monthly.

The perception of the people interviewed who make up the Agencies in a stable way, coincides in the professional and human quality of the Implementing Team, as a key factor for the Programme to have a successful implementation.

*"Interagency Programmes have been a challenge for the Agencies because working together with different processes is a learning experience" (United Nations staff person).*

*"At first it was complex to negotiate to put the issues of each agency. There was a learning in fighting to position our issues, give in, etc." (United Nations staff person).*

*"It hasn't always been easy to balance weights, logos, visibility. The teamwork has been very nourishing" (United Nations staff person).*

*"It hasn't always been easy to balance weights, logos, visibility. The teamwork has been very nourishing" (United Nations staff person).*

This Programme has contributed to learning about the new synergies that the UN Reform demands and entails.

**Finding 11: The communication strategy of the NODO Platform was an integral part of its design and involved a diversity of dissemination modalities and actions that aimed at the dignification of older people as subjects of rights and the visibility of the sexual division of care work.**

The development of the Node Communications Strategy included a comprehensive proposal for knowledge management, territorial management, digital deployment, and interagency coordination, incorporating joint contributions and reviews from communications specialists from the implementing agencies of the Programme.

From the design of the Programme, a **strategic communications plan was considered as an integral part** of it and as a key tool for its successful implementation.

An **Interagency Communications Team** was formed, coordinated by the Communications Officer of the NODO Platform and made up of the communications officers of the Office of the Resident Coordinator, the International Labour Organization (ILO) and FAO. Its objective was to plan the development of the main communication actions within the framework of compliance with the Communications Strategy of the Programme.

There were four **releases via streaming of the digital platforms of the Node Programme**, which contributed to the visibility of each component and the Programme as a whole.

1) *Launch of the Emergency Node Platform*, on August 24, 2020, in virtual format. The authorities of the United Nations System in Chile that make the Programme possible (Office of the Resident Coordinator, UNDP Chile, FAO Chile, and ILO Southern Cone, together with the national director of SENAMA) participated.

2) *Launch of NODO 2021*, on May 4, 2021. It was a presentation and preview of the entire NODO Ecosystem, which included a new website and 4 digital platforms to support professional or family networks of older people. This event was developed in a hybrid format, with a modern television set specially adapted with the iconography of the 2030 Agenda and the Sustainable Development Goals, an instance in which the public could appreciate the new publications presented (NODO Series 60+) and also know the visions from the different agencies and testimonies of older people, territorial managers and specialists throughout Chile.

3) *Launch of the Node 60+ application*, made on September 29, 2021. This event was broadcasted on the YouTube channel of the University of Valparaíso, and transmitted by NODO Facebook Live. The presenters were the Ministry of Desarrollo Social y Familia, the Resident Coordinator in Chile, the National Director of SENAMA, the Resident Representative of UNDP Chile and the Pro Rector of the University of Valparaíso. In addition, the executive director of the Gerópolis UV Center -center in charge of the development of the technological solution Node 60+-, the national coordinator of the NODO Platform and a social and academic gerontologist from the University of Granada presented. The event was moderated by leaders of both genders.

4) *Launch of the MeCuidoTeCuido web platform*, held on October 6, 2021. It was carried out through the Innovation Laboratory of the Catholic University's Zoom platform and was transmitted by the YouTube channel of NODO Chile. The event was moderated by the Director of LIP UC, with welcoming remarks by the Director of SENAMA. It featured a video from the Minister of Social Development and Family about the Node Programme and the care component in particular, words from the United Nations Resident Coordinator in Chile, the Director of ILO Southern Cone, and a person in charge of SENAMA's Home Care Programme. A video was shared introducing the Me Cuido Te Cuido website and space was given to caregivers to comment and make inquiries about its use.

**Involvement in contingent dates for the dissemination of the Programme:** The International Day of Older Persons (Friday, October 1, 2021), was a key date for the Programme since it had a mention in the Message of the Secretary-General of the United Nations. Also on that day, an extensive commemorative article was shared on the UNDP Stories global site, with an entry dedicated to the Node Programme.

**Dissemination in audiovisual format:** Dissemination was carried out through different platforms and channels of the Programme, to inform about the initiative of the Programme and its platforms, as well as to generate motivation and involvement in key actors and civil society.

**Continuous publications on social networks:** the NODO Platform used accounts on Twitter, Facebook, YouTube and Spotify to deploy its content on different platforms focusing on each type of audience.

The **documented communications actions** account for:

- 15 publications made
- 8 podcast chapters
- 6 audiovisual shorts
- More than one million visits to Twitter posts
- 5 Webinars
- 60 hours of content on YouTube
- More than 30 appearances in national media
- 500 weekly interactions
- 10 tutorial videos

The communication strategy sought to **emphasize the treatment of the elderly as a subject of law**, as well as the visibility of the sexual division of labor, with the highest proportion being older women who care for other older people.

### 8.3. Efficiency

*This section answers the general question: **Were resources used properly?***

*The evaluation understands efficiency as the degree to which the intervention produces or is likely to produce, results economically and on time. An initiative is efficient when it appropriately and economically uses resources to generate the desired products.*

*Note: "Economically" means the transformation of inputs (funds, technical advice, natural resources, time, etc.) into outputs, direct effects, and impacts in the most cost-effective manner, compared to other context-viable alternatives. The "on-time" production of results takes place within the time frame defined or reasonably adapted to the demands of an evolving context. It may include the assessment of operational efficiency (to what extent the intervention has been well managed).*

#### Assessment of the efficiency criterion

The Programme is considered as **HIGHLY SATISFACTORY EFFICIENCY** since the resources were used properly and in a timely manner.

**Finding 12: Programme management was efficient in terms of human resources, financial resources, organizational structure, and governance. The technical unit of implementation designed called Implementing Team, was appropriate for the achievement of the results, having exceeded expectations, strengthened by the technical and socio-emotional capacities of the team of professionals. The allocated budget and its reprogramming due to the restrictions of the pandemic, were adequate for the needs of the Programme and for the execution of the products. Overcoming management challenges, the joint Programme has contributed to improving the coordination and efficiency of the United Nations country team.**

The total programmed cost of the Programme was \$1,550,000 USD, with an additional \$658,936 USD in the form of in-kind contributions from the implementing agencies (UNDP, FAO, ILO).

As implementing agencies, UNDP received \$985,635 USD (64%), ILO \$204,375 USD (13%) and FAO \$359,990 USD (23%) of the total budget. The budget was distributed among the Agencies

according to the activities that each would implement, including the staffing of the technical teams that implemented the Programme in the field, the generation of knowledge and the collection of information to be used to design and implement networks, as well as for additional activities such as the communications plan, monitoring and evaluation.

It was planned to use 61% of the Budget in year # 1 (work of designing the networks and contracting specialized services to create the platform and the App) and the remaining 39% for activities in year # 2 (implementation of the networks in the field, as well as their evaluation and impact).

In the design of the Programme, it was established that the total costs referred to the contribution of the SDG Fund, would reach USD 1,550,000, in turn complemented by contributions from the participating agencies in the amount of USD 558,936.

This budget had been designed prior to the declaration of a pandemic, so the need to reprogram the budget became imperative, this being requested from the SNU Chile and approved by the SDG Fund in a proportion of up to 11% of it.

The summary of the accountability of budget execution at the end of the Programme, provides the following data:

Activity	2020	2021	2022	Total
HR Contracts	\$ 270,729	\$448. 661	\$ 30.231	\$749. 621
Individual Consultancies	\$ 58,830	\$ 57.077	\$ 33.995	\$ 149.902
Tenders	\$ 88.875	\$ 276,850	\$ 17,614	\$ 383.339
Goods	\$ 27,723	\$ 10,903	\$ 2,505	\$ 41.131
Services	\$ 2,025	\$ 42.336	\$208	\$44. 569
Travel	\$ -	\$ 9,238	\$ -	\$ 9,238
Operational Expenses	\$ 49.128	\$ 106,420	\$ 10.131	\$ 165,679
<b>TOTAL</b>	<b>\$ 497,310</b>	<b>\$951. 485</b>	<b>\$ 94,684</b>	<b>\$1,543. 479</b>

Source: Summary of budget execution by item and year of the Programme. Source: Budget implementation report.

At the end of the Programme, **the budget implementation was 99.57%** compared to the original budget. In this way, the commitment of the implementing agencies to the Programme has been demonstrated, which translates into the efficiency with which the budget has been managed during the two years of its duration.

The **management of the Programme** is valued as **highly efficient in terms of human resources** derived specifically for the execution in the figure of the Implementing Team.

The financial resources were planned so that each of the implementing agencies oversaw a percentage of the total, carrying out different complementary actions among themselves. The original financial plan underwent a reprogramming of resources and activities that adapted the execution of the Programme to the context of the pandemic. This **rescheduling** is perceived as **timely and positive** since it allowed to respond to the emergency efficiently through the Emergency Node. It is also important to highlight the adaptation of the Programme and the implementing agencies to the unprecedented variations in exchange rates, due to the pandemic situation.

The **organizational and governance structure** was **effective**, since **autonomy was granted to the Implementing Team** that was in the day-to-day operations. The **Interagency Team** took the **role of accompaniment, advice, and validation** of the actions of the Programme, key essentially in the design and at the beginning of the implementation.

The **availability of inputs and actions** was **generally timely**. There were certain **complexities at the time of execution** since the processes of the three Implementing Agencies were not approved at that time and are still not approved.

It can be considered that **the joint Programme has contributed to improve the coordination and efficiency of the United Nations country team** (reducing transaction costs). A team of professionals dedicated specifically to the coordination and implementation of the Programme was hired allowing the different implementing agencies, to not be overburdened with Programme management and could devote their time to their main tasks in each agency. Likewise, **the exclusive dedication of the Programme coordinating team** (without the distraction of other tasks external to it), led to **the achievement of the objectives, products, and results** efficiently.

**Finding 13: The political, technical, and administrative support provided by UNDP, FAO and ILO was timely with a constant presence. Although there is no counterfactual that allows us to affirm that the joint implementation was more efficient compared to what a single agency could have implemented, it can be said that it generated conditions for the multidimensional view to be efficient, thus contributing to consolidate interagency work dynamics.**

*"The response of the Programme is super representative of the UN, it was one of the fastest and most efficient initiatives that responded to the request of the government" (United Nations staff person).*

It should be considered that the Agencies have different routes and approval levels, for example, UNDP and ILO had lower requirements and shorter deadlines than FAO, which must follow a more complex approval circuit that involves even its Headquarters in Rome. This generated difficulties and challenges, which were considered by the Implementing Team for effective management, in coordination with the implementing Agencies.

Likewise, a **strengthening of learning for interagency work** was generated, being **key communication** through internal channels, efficient, timely and permanent.

The **reprogramming of resources was extremely timely**, as it allowed the availability of inputs for a rapid response and adaptation to the context of the emergency.

The **technical unit of implementation designed** was called **implementing team** and was **appropriate for the scope of results**. The people interviewed agree that **the hiring of an independent team of the Agencies was key**, since it was able to dedicate 100% of its time and effort to the implementation of the Programme. Although the participation of the focal points of the implementing agencies was constant, it was not absorbing or overwhelming, so it allowed these people to fulfill their main tasks in addition to carrying out a close accompaniment of the Programme.

Both the Implementing Agencies and the Resident Coordination provided the Implementing Team with their technical, political, and administrative support in a constant and timely manner. Although there is no counterfactual, it is perceived that **the joint implementation was more efficient compared to what could have been implemented by a single Agency**, since the diversity of expertise that they provided, enriched the approach, taking into account that in the center of the planning were the elderly, with the awareness of the diversities that this age group possesses. FAO emphasized issues of rurality, providing perspectives of diversities associated with it. ILO worked with emphasis on care issues, UNDP helped to identify or minimize barriers and obstacles that generate social exclusion.

*"There is a way to make community and that it takes care of the elderly and here there was something interesting to learn and apply in other contexts" (Person of the United Nations staff).*

In general terms, **the diversity of expertise is the most significant contribution on which the interagency management of Programmes and initiatives can be based.**

The Joint Programme generates the obligation and need to foster **dialogue and consensus**, this being an **exercise that strengthens the System** as a whole. The UN Reform aims to generate increasing interagency interventions, so this exercise is a contribution to the improvement of Resident Coordination as an articulator of processes and the efficiency of the United Nations team.

The **challenges to be overcome** have to do with a possible homologation of administrative processes and consensus regarding future participations, selection of Agencies according to each interagency initiative, forms of participation in general (accompaniment, advice, visibility), clear circuits of internal communication.

*"Certain agencies have different bureaucracies for payments, reporting, etc. It's always going to happen until there's a standardization within the UN. It wasn't solved just that we learned how to deal with it better" (United Nations staff person).*

The Programme results framework worked as a management tool for the Implementing Team. It was simple and clear, with realistic goals and indicators.

The context of the pandemic generated **difficulties, especially in terms of what was planned for the territorial approach**. Therefore, the resources and activities allocated to this had to be reprogrammed and the response to the emergency strengthened.

The Programme had appropriate **financial control**, which included the reporting and planning of expenses that allowed management to make informed decisions related to the budget and allowed a timely financial flow.

For the **monitoring of the activities** and execution of the Programme, a particular specialist person was assigned within the Implementing Team. In addition, different evaluations were planned:

- a qualitative evaluation to collectively assess the process of territorial intervention of the Node Programme in terms of strengthening community networks and improving access to the different programs, services, and social benefits for the elderly.
- an impact evaluation that sought to evaluate support interventions for older adults, caregivers, and their personal networks, which allow them to benefit through the strengthening of their support networks, integration with social services and support in terms of their needs.
- a final external evaluation, with a holistic look at the performance of the Programme and the sustainability/scalability of the actions.

The provision of services to beneficiaries of the Programme was implemented through the 4 platforms designed.

#### **8.4. Sustainability**

*This section answers the general question: **Will the benefits be lasting?***

*It analyses the extent to which the benefits of initiatives continue or are likely to continue once external development assistance has ended.*

### Assessment of the sustainability

The continuity of the technological solutions (platforms) of the Programme are valued as **HIGHLY PROBABLE** in their continuity since the risks are almost negligible for sustainability.

The territorial model is valued as **MODERATELY PROBABLE** in its continuity because there are moderate risks to its sustainability.

Three different fields of sustainability analysis can be made visible: technological solutions, the territorial model and interagency work.

**Finding 14: The four technological platforms developed within the framework of the Programme have financial and institutional possibilities for continuity. These and the territorial model have been handed over to the State as a public good and even have funds managed by different levels of government, for sustainability and scalability. The e-learning platform does not have government funds, but it does have an institutional spirit of continuity through an agreement between the government and a university that will take care of its sustainability.**

The discussion of sustainability was raised from the design, it was thought from the beginning in a key of public good. **All platforms have a projection of sustainability and the possibility of scalability.**

The relationship with SENAMA and the anchoring to existing initiatives are identified as successful (for example, this is how the Emergency NODE was born). The other platforms that have been able to generate synergy with other actions or initiatives in scaffolding, have greater possibilities of remaining in the short or medium term.

- The Emergency Node Platform strengthened from the Programme, managed 47,911 requirements (Major Fono was created 10 years ago, two people answered 10 calls a week). From the Programme, 17 people were hired, training was carried out and the platforms were created, implemented with funds from the Programme between July and December 2020 managing 47,911 requirements. By 2021, SENAMA, seeing the quality of the approach proposal, had managed funds for the Platform and the hiring of people, making an agreement to deliver to the United Nations the execution of the initiative. By 2022 the Programme will be self-funded, have an execution with their own funds and their own institutionalism, with another Platform (which they had already designed) but collecting the experience generated. Emergency Node passes as a public good to SENADIS, to be implemented with its own funds.
- Territory node (60+): SENAMA requested a budget and was granted to maintain the platform and hire 2 people to execute it along with the model within the Day Centers<sup>24</sup> - Day Centers Program for the Elderly of SENAMA (they have more than 100 Day Centers, but part with a pilotage in 10). The objective is that this piloting can be scaled to all Day Centers, and to other SENAMA programs that have a community component.
- I take care of you: it is sustainable and scalable, SENAMA obtained funds from the Ministry of Finance for Modernization of the State, to be able to give it continuity (200 million Chilean pesos, around USD 250,000). In November 2021, the SNAC-National System of Care, was motivated with this to scale it by placing greater resources.

<sup>24</sup> <http://www.senama.gob.cl/programa-centros-dia>



- Always learning (E-learning): Although SENAMA does not have the resources to give it continuity, they are managing that SEK University assumes operation to keep it current but continuing with the spirit of public good so that other platforms continue to contribute. SENAMA was part of the editorial committee and proposed to the United Nations to be part of this editorial board. The objective is to link state, citizenship, academia.<sup>25</sup>

A new government has recently been elected in Chile and will take office in March. The new government team demonstrated during the presidential campaign, a high commitment to social issues and to the issue of care, the elderly, cultural diversity, rurality and gender.

This is a key opportunity for the consolidation, sustainability and scaling of the territorial model and platforms.

**Finding 15: The private sector as a relevant actor in the field of care and the elderly, although it was scarcely present in the context of the Programme, is a sector where the scalability of the platforms and the model can be viable.**

The short time of implementation of the Programme, did not allow to show greater concrete results of the use of some of the platforms and the territorial approach. It is more difficult to promote the model that has the potential of insertion in the private sector to sustain the platforms and even the ecosystem. The conversation with the private sector was extremely scarce throughout the Programme.

The role of the Resident Coordination is key to offering the NODO model as a contribution of the United Nations System in Chile. Thanks to the generation of studies and evaluations in the context of the Programme, it has sufficient evidence to support the model.

**Finding 16: The NODO Platform contributed to the technical strengthening regarding the theme of older people, since it generated e-learning courses, trained officials, held workshops in territories, all supported by the generation of instruments such as guides and manuals on diversity of topics related to older people.**

From the Programme, more than 100 officials were trained in gender and human rights, 4 free e-learning courses were generated (550 users completed at least one of the courses), 47 workshops in the territory, 192 people in nutrition and healthy eating for the elderly, 2 Institutional Counterparts are studying a Diploma in gender carried out by the United Nations. This allows us to affirm that the Programme has contributed to the technical strengthening related to the issue of the elderly.

There is also a repository in conjunction with SENAMA open to all citizens, which is materialized in the e-learning platform. To broaden access, all material should be included on the website of the United Nations System in Chile and complement the information and generation of products that may be missing from the SDG Fund page.

## 8.5. Cross-cutting approaches

This section answers the main question: ***Was the gender and human rights perspective included in the development and implementation of the Programme?***

<sup>25</sup> <https://usek.cl/>



**Finding 17: The NODO Platform included the gender and human rights perspective in the elaboration and implementation of the Programme, generating disaggregated indicators and relevant information for the design of public policies, identifying gaps, power relations, inequalities, and discriminatory practices, with a gender-differentiated approach. Also contributing to the mainstreaming of gender issues to strengthen the visibility of care roles, gender-based and age-based violence, among other issues that significantly affect the elderly and especially women.**

One of the requirements of the SDG Fund is the inclusion of the gender approach from the Programme proposal. So, this perspective was inserted from the identification of the problem and the preliminary design.

Then in the final design, the objective of contributing to the acceleration of SDG 5 "Gender equality" was explicitly included. It is also explicitly included in the Results Framework in 10 of a total of 15 indicators:

- Indicator 1.2.
- Indicator 1.1.2.
- Indicator 1.1.3.
- Indicator 1.1.4.
- Indicator 1.1.5.
- Indicator 1.2.2.
- Indicator 2.1.
- Indicator 2.2.
- Indicator 2.3.
- Indicator 2.1.1.

The **qualitative evaluation carried out in the territory** concluded the following with respect to gender and human rights approaches:

- Gender and human rights approaches have been a lens that has guided both the design and implementation of the Programme in the various territories.
- The Programme has contributed to raising awareness among institutional and community actors and users about gender and human rights issues including gender gaps and the exercise of human rights among older people in the territories.
- The Programme has contributed to changing the image that the participating organizations have about the elderly, strengthening a view as subjects of law.
- There is an incipient change in the self-perception and empowerment of older people as subjects of law and as agents of change in their communities.

For its part, the **impact evaluation included the gender and human rights perspective** from the methodological design to the information collection instruments, since it explicitly incorporated variables linked to gaps, power relations, inequalities and discriminatory practices, reaching the following conclusions:

- Significant impacts on the use of technology (cellular and internet), related to a greater perception of the difficulty of learning new technologies.
- Significant impacts on integration into community networks, especially neighborhood councils and sports clubs.
- Significant effects on participation in social programs aimed at support networks and citizen participation.

- Significant impacts in which participants have people with whom to relax, with whom to forget their problems and with whom to have a good time, variables oriented to support positive social interaction / leisure and distraction.
- No significant effects are observed in other types of support received by beneficiaries.
- Considerable increases in the perception of quality of life, as well as a decrease in the negative perception about old age, especially in the perception that older adults are dependent and that they are less productive.
- Being a pilot Programme, the sample sizes are small, making it difficult to find significant effects.
- The node Programme has been effective in generating changes in both short-term and process variables, as well as medium-term variables, in its beneficiaries.
- Differentiated effects according to the gender of their beneficiaries, relevant to consider in the future, since beneficiaries of different gender may have different needs, which would require adapting the intervention to consider these differences.

The Synthesis and Evaluation Report on the Gender and Human Rights component of the Programme highlights that with respect to territorial strategies, indicators and products directly linked to gender were incorporated.

- The MeCuidoTeCuido Platform is directly focused on the recognition of unpaid work in the care of the elderly, and to offer support, protection and promote the empowerment of caregivers, especially women, adults and the elderly, who in their great majority administer care.
- the NODO Emergency Platform to the management of Fono Mayor COVID at the level of reception, management, and resolution of requirements of elderly people admitted. In 2020, 2071 cases and consultations on violence and abuse towards the elderly were registered, of which 489 cases were identified as Domestic Violence. For the year 2021, and according to the latest Fono Mayor Report, 15,609 cases have been registered (between January 4 and October 29, 2021). Most older people who communicate are women (68%). On the other hand, 976 cases were registered from Fono Mayor to the Plataforma Buen Trato-SIAC, of which 335 were classified as Abuse or Domestic Violence. Older women account for 77% of recorded FIV cases.

Considering this data, NODO Emergencia has contributed to the capacity of the institutions to deal with gender violence, in addition to contributing to a better and adequate registration of cases, to make violence against older women visible.

- The Programme set itself the challenge of generating more initiatives to reduce gender inequality in and among older people, at the communal and neighborhood levels, to be adopted by local organizations and institutions in the long term.

### 8.6. Other approaches

The terms of reference include the requirement to evaluate the inclusion of the disability approach, based on guiding questions on inclusion of persons with disabilities within the framework of the Washington Group<sup>32</sup>.

It was also inquired about the insertion either in the design or in the implementation, of other perspectives such as interculturality, rurality, course and life cycle and others.

**Finding 18: The Programme integrated the rurality approach at the time of the design of the intervention, the identification of the territories to be intervened and in the design of materials it focused on the elderly population in rural areas. It did not emphasize approaches such as disability or interculturality (outside of gender and human rights approaches).**

The interagency perspectives led FAO to emphasize issues of rurality, providing perspectives of diversities associated with it. ILO in turn emphasized the issues of care and UNDP contributed to the identification of barriers and obstacles that generate social exclusion.

The Programme was implemented in 6 rural and 6 urban communes, a specific publication was made, as well as webinars- seminars and podcasts on the theme <sup>26</sup>of aging and rurality.

The impact assessment in turn identified, among others, variables of life cycle, rurality, situation or marital status, employability/occupation, interculturality – ethnicity. Regarding the aspect of rurality and specifically rural women, the Programme considered the diversities with respect to these specific characteristics, which were essential for the territorial approach.

In general, the disability approach is mentioned, but the Programme itself and essentially the technological solutions, were focused for this pilot, on older people with a certain level of autonomy, who do not have close family ties on which to rely.

*"One discussion at the beginning was that, if the disability approach was inserted, it required another type of platform" (United Nations staff person).*

Likewise, by identifying the counterpart and SENAMA was the selected body, this service has its own perceptions and scope regarding the issue of old age. In practice, there is SENADIS, which is the governing body that comprehensively addresses disability issues.

The impact evaluation reveals information on disability and concludes that *"when performing the analysis according to the disability condition of the participants, the effects are especially derived by the participants who are not in a situation of disability. This allows us to realize that an intervention that considers people with some type of disability requires that the contents and accessibility to information be adequate for this population, especially considering the difficulty of access to technology. This is established as a relevant improvement space for the Programme for its subsequent scaling."*

The Programme did not emphasize disability or intercultural approaches. Also, in the design, the Programme was originally made to be applied in a population that could benefit from what was being thought and multiplied urban areas with access to technology. The use of technological solutions in rural areas was more difficult due to limited access.

<sup>26</sup> <https://chile.un.org/es/165168-comunidades-y-entornos-rurales-en-chile>

## Guide questions on inclusion of people with disabilities

(Based on recommendations of the Washington Group on Disability Statistics)

- a) *To what extent was the programme aimed at people with disabilities?*
- Not specifically targeted
  - It is one of the groups of direct beneficiaries
  - It is the main target group of the programme
- b) *To what extent do the design and implementation of joint programme activities include disability-related accessibility and non-discrimination requirements?*
- No requirements
  - Includes a general reference
  - Includes specific requirements
- c) *To what extent have persons with disabilities - in particular children and adolescents and women with disabilities - been consulted through representative organizations?*
- They have not been invited
  - They have been invited
  - Specific consultations have been made
- d) *To what extent do the registration system, data analysis and information system include disability?*
- No reference is made to disability
  - Disability was included following the recommendations of the Washington Group or similar, but no analysis was performed <sup>27</sup>
  - Disability was included following the recommendations of the Washington Group or similar:
    - It's part of the overall analysis
    - A specific analysis was performed
- e) *To what extent did the joint programme contribute to supporting the inclusion of persons with disabilities through:*
- Ensuring the security of basic income N/A
  - Coverage of health care costs, including rehabilitation and N/A care facilities
  - Coverage of disability-related costs, including community support services N/A
  - Facilitating access for inclusive early childhood development, education and work/livelihoods N/A

<sup>27</sup> <https://www.washingtongroup-disability.com/>

## 9. Analysis of direct costs and benefits (direct results)

Although this is not a cost-benefit evaluation, a brief direct analysis is made between the costs involved in the development and implementation of the platforms as well as the territorial strategy, placing these costs in perspective with respect to the results obtained.

**Finding 19: The program was implemented for two years, a period that included the conceptualization, design, piloting, and commissioning of the platforms. Despite the short time of effective implementation of the same, relevant products are identified that can be linked and quantified directly with the direct costs that the platforms have implied for the Programme. The impact assessment yielded some clues about the impact of the strategy (including the use of the NODO 60+ platform) on people's perception of old age and other subjective variables, but to arrive at more significant findings, a cost-benefit assessment with specific methodology and application should have been conducted.**

A Cost-Benefit Assessment is performed by comparing the benefits and costs of an activity to the same metric extent (e.g., monetary unit). It's about answering the question: **Is the program producing enough benefits to offset the costs?** In the context of the NODO Ecosystem, **will older people see their quality of life increased after making this investment?** Trying to quantify the benefit on the quality of life of older people in monetary terms can be extremely difficult and subjective.

It is important to consider that the NODO Platform has been a pilot that sought to generate public goods that have been successful in their implementation in a particular context such as the COVID pandemic and aimed at a target audience especially vulnerable to the situation, such as the elderly.

The transfer of knowledge, as well as of the technological solutions themselves to the State, gives clues to the positive perceptions regarding the benefits on the part of the State. Here it is also important to remember that the State is responsible for guaranteeing rights, so that, although it can and should seek the efficiency of social spending, the variables for decision-making are reduced merely to financial quantifications.

That said, the investment from the Program in the various solutions proposed is compared with the benefits identified in a limited way in the implementation period (years 2020 and 2021). Only the direct costs linked to the solutions are analyzed, without analyzing the indirect costs such as those applied to the coordination, knowledge management and communication of the Programme itself.

### ***NODO Emergency Platform***

Technological solution that links, derives, and manages the needs and requirements presented through the Fono Mayor (SENAMA call center) with an institutional network throughout the country. It strengthens through its actions the Fono Mayor.

The response of the Programme for the strengthening of the Fono Mayor involved the following lines of action:

- **Design and architecture of a web platform:** this tool allows you to enter requirements and needs, georeferenced cases and articulate them with the institutional network, civil society and volunteering agilely. All this implied a significant improvement in the efficiency in the entry of information, registration, management, referral, and territorial articulation of the cases entered by Fono Mayor COVID-19, since the registration system was replaced by manual form. This allowed to generate daily reports of the calls, as well as the consolidation and follow-up of the cases in their external referrals to the internal and external networks to SENAMA.
- **Strengthening the quality of care:** The selection, evaluation and hiring of 17 qualified professionals to perform remote care and manage requirements of the Fono Mayor was carried out, including a coordinator, a content manager, a network and linkage manager, and fourteen professionals (eleven social workers, two psychologists and an anthropologist).
- **Training:** Writing manuals and training for more than 100 professionals and focal points to operate the platform.

The Fono Mayor went from receiving 10 calls a week and having 2 people assigned to the effect, to generating the management of 47,911 requirements.

The **costs that the Programme absorbed** are directly related to:

Hiring of 17 people during the year 2020	USD 100,168
Development of contents of the Fono Mayor	USD 10,003
Major Fono Case Management Support	USD 4,236
Purchase of equipment	USD 24,129
Development of the NODO Emergencia platform	USD 13,151
<b>TOTAL Direct costs</b>	<b>USD 151,687</b>

#### Main results:

- In 2020, 31,057 requirements were managed, of which 67% were made by women and 7% to women from rural areas.
- Between January and November 2021, 16,854 requirements were managed, of which 67% were made by women and 3% by women from rural areas.
- In total, between 2020 and 2021 the NODO Emergencia Platform has managed 47,911 requirements for the elderly.
- By 2021, SENAMA, seeing the quality of the approach proposal, had managed funds for the Platform and the hiring of people, making an agreement to deliver to the United Nations the execution of the initiative.
- By 2022 it is established as one of the components of SENAMA's Good Treatment Program, becoming a permanent program with its own funds and its own

institutionality, with another Platform (which they had already designed) but collecting the experience generated.

- The Web Platform was delivered to the State as a public good: it is currently active through <https://www.plataformanodo.cl/> in charge of SENADIS – National Disability Service of the Ministry of Social Development and Family and implemented with its own funds. Its current objective is to provide information on the different spaces of citizen attention that SENADIS has.

Performing a direct link, **each requirement managed from NODO Emergencia had a cost for the Programme, of USD 3.16** having been the costs of hiring personnel for a year, which eroded the largest proportion.

### ***MecuidoTecuido Platform***

Website aimed at caregivers of older people that allows digital interactions of information, connection, advice and exchange for self-care issues and support networks, how to care for the elderly, training in care, relevant programs and benefits, legal guidance, health guidance and obtaining and using supplies for the care of the elderly (<https://www.mecuidotecuido.cl/>).

The NODO Platform, with advice and support from the Public Innovation Laboratory of the Catholic University, developed the MecuidoTecuido web platform, with the aim of generating a digital community of caregivers, a support network that includes informative and training tools aimed at self-care, encounter, and mutual help.

The CASEN Survey 2017 identifies that most caregivers are informal interns, with women providing care in a greater proportion than men and in turn a significant proportion of caregivers are elderly people caring for other elderly people with dependency.

The objectives of the platform are:

- Be a digital tool for caregivers of older people who are isolated, or at risk of being isolated, with little time and want to access content to improve the care of others and their own.
- Accompany and support caregivers in their work generating valuable content and links between them and relevant organizations.
- Improve the conditions of care and who cares, instead of alternatives broken up in different virtual platforms.
- Have a differentiating value of creating a collaborative digital community between peers and relevant organizations around the platform.

The launch of the MecuidoTecuido web platform took place on October 6, 2021. A dissemination strategy of the platform was developed during November and December 2021, seeking strategic alliances in municipalities throughout the country, delivering information to various civil society organizations and institutions linked to care work, and generating communication content such as press releases, video capsules, interviews, among others. In this way, not only the use of the platform is encouraged, but it also contributes to the social discussion regarding the valorization of care work and the social protection of caregivers.

The **costs that the Programme absorbed** are directly related to:

web development MecuidoTecuido.cl	USD 50,316
Development MecuidoTecuido.cl improvements	USD 2,991
<b>TOTAL Direct costs</b>	<b>USD 53,307</b>

As of November 15, 2021, the platform had 88 registered users and 1,100 visits.

The Mecuido te cuido Platform acquires a sustainable and scalable character, since SENAMA managed funds from the Ministry of Finance for State Modernization, to give it continuity (200 million Chilean pesos, around USD 250,000).

In November 2021, the SNAC-National System of Care, was motivated with this to scale it by placing greater resources.

Performing a direct link, **each registered user had a cost for the Programme, of USD 605.8** and if the gaze is focused on the costs per visit made to the platform, **the cost per visit for the Programme was USD 48.5.**

***E-learning platform "Always learning" (Siempre aprendiendo)***

Website that aims to connect different audiences linked to the elderly population, overcoming geographical dispersion, through digital courses to expand the coverage of information, facilitate access and permanence of a virtual repository of permanent consultation. This platform aims to reach different audiences: caregivers, social protection workers, specialists in program design, as well as the public interested in the greater well-being of the elderly (<https://www.siempreaprendiendo.cl/>).

Its objective is to provide tools and train natural persons, workers and workers of public and private organizations and institutions linked to the management and assistance of the elderly.

The design of the platform was carried out jointly with SENAMA and a committee of specialists from various fields, which allowed prioritizing the key topics in the field of training. Siempre aprendiendo is a multidisciplinary platform, freely accessible, with asynchronous courses, its development was thought in a simple, didactic, and friendly format facilitating inclusive access. The platform has audiovisual resources, interviews, infographics, manuals, and evaluations.

The courses have been implemented in the National Training Plan of the Links Program of the National Service of the Elderly, which has allowed officials to access key information on aging. The **costs that the Programme absorbed** are directly related to:

Authorship of materials	USD 8,643
Instructional design	USD 11,735
Web development	USD 38,765
<b>TOTAL Direct costs</b>	<b>USD 59,143</b>



From October 1, 2021, to December 11, 2021, 12,850 page views are recorded, and 950 people have participated in one or more courses.

Each visit has involved a cost of USD 4.6. If we look at it as the cost for each participant of the courses, it has meant USD 62.25 per person.

Although SENAMA does not have the resources to give it continuity, they are managing the appropriation by SEK University to keep the platform in force but continuing with the spirit of public good so that other platforms continue to contribute. SENAMA will be part of the editorial committee and it was also proposed to the United Nations to be part of this editorial board. The objective is to link the State, citizenship, and academia.<sup>28</sup>

### **NODE 60+ Platform**

Community application that seeks to activate and / or strengthen the networks of the elderly. It allows to know the offer and improve the access to services, benefits, and supports available in the territory. As well as generating links and coordination between the elderly, their families, friends or neighbors and institutions ([www.nodo60mas.cl](http://www.nodo60mas.cl)).

The NODO+60 operating model mainly involves an individual network plan with a gender and inclusion focus and a community network plan that promotes autonomy and connectivity.<sup>29,30</sup>

Co-design workshops were held in the territory, which allowed to raise the main orientations and recommendations that were subsequently implemented in the design and development processes of the NODO60+ digital platform. The workshops were attended by 114 people and were implemented between February 24 and March 22, 2021, by the territorial team in conjunction with Gerópolis, an interdisciplinary center for the development of the elderly of the University of Valparaíso.

The Programme contemplated the production of graphic material to support its dissemination, use in social networks and in the territory. Graphic pieces, tutorials and audiovisual capsules were elaborated. The target audience were the elderly, institutional actors and territorial actors, highlighting the challenges of the solution for each audience.

- Instructions
  - New channel for the dissemination of activities and programmes
  - Know offer of other institutions
  - Facilitate case management
- Seniors and individual networks
  - Connect with people and strengthen support networks
  - Feeling supported
  - Know services, programs, and other supports available in the territory
- Community
  - Strengthen mechanisms for collaboration and articulation of local networks
  - Creation and strengthening of support networks

<sup>28</sup> <https://usek.cl/>

<sup>29</sup> The PRI seeks to increase the levels of participation and social inclusion of older people in their community, through activities that promote community bonding and access to the offer of public and private services in the territories.

<sup>30</sup> The PGRC seeks to generate (create, strengthen and activate) a support network that favors the valorization of PMs, and links between PMs, institutions, caregivers, neighbors in order to provide support mechanisms and co-responsibility among the immediate community.

- Facilitate access to and dissemination of information in a timely manner
- Socialization process
  - The socialization strategy of Nodo60+ in each of the 11 communes considered the prioritization of one of the 3 profiles, generating actions directly with the elderly person and their primary network, with community leaders represented in the committee for good aging or with institutional actors

The functionalities of the platform are review and update mood, generate long-term commitments, create and report activities and actions, visualize the offer at different scales and georeferenced public and private offer.

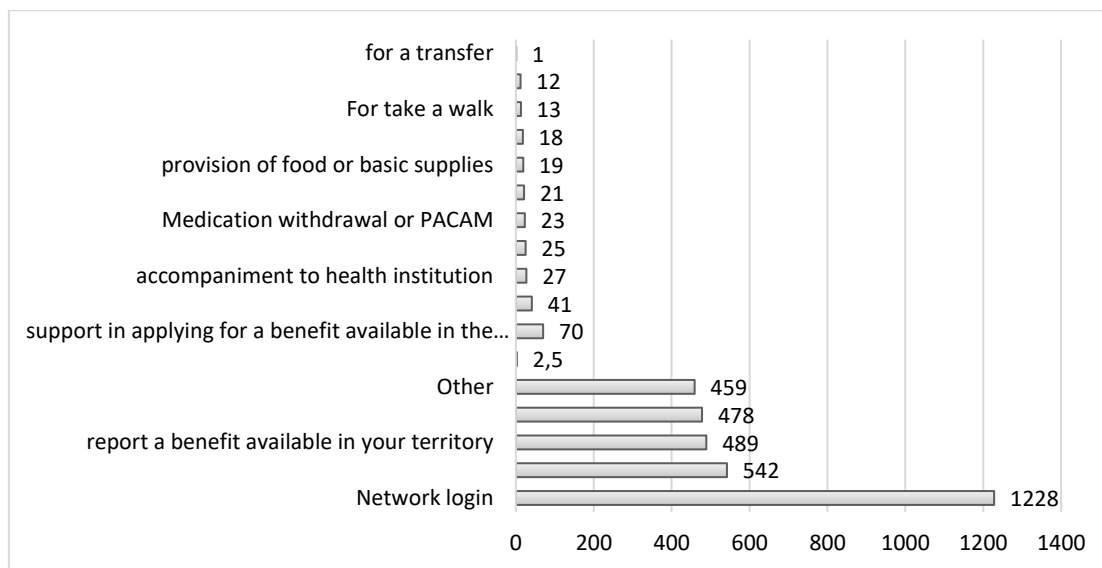
The profiles of the platform are elderly person, neighbor, family, significant person, institutional network. People who have these profiles will be able to download the application for mobile phones, and / or access via the web, and join its support network.

Among the main benefits they find in the platform are feeling supported if required since the platform favors the activation and strengthening of community and institutional support networks, facilitating communication and articulation between people, in addition to promoting timely access to information regarding benefits and services available in the territory.

The **costs that the Programme absorbed** are directly related to:

Territorial advisor (coordination)	USD 34,160
Territorial management professionals	USD 282,943
Territorial support	USD 39,169
Purchase of territorial material	USD 4,516
Territorial missions	USD 9,238
Coordination of NODE 60+ improvements	USD 1,114
Author VTNR 60+	USD 8,726
NODO Sanitary Protocol	USD 366
NODE 60+ Ecosystem Development	USD 66,404
Supply and Demand Mapping for the Elderly Population	USD 58,690
Socialization and Dissemination NODE 60+	USD 24,371
Development of N60+ Improvements	USD 5,507
Renewal of NODO 60+ licenses	USD 200
<b>TOTAL Direct costs</b>	<b>USD 535,404</b>

The results identified: 301 users of NODE 60+, 262 network users, over 4000 interactions from network users.



Number of total interactions in NODE 60+.  
 Source: Proyecto NODO (2022) "Proyecto NODO. Strengthening networks for the elderly in Chile".  
 Santiago, Chile, United Nations System in Chile.

SENAMA has managed budget, to maintain the platform and hire 2 people to run it along with the model within the Day Centers - Day Centers Program of the Elderly of SENAMA (they have more than 100 Day Centers, but part with a pilotage in 10). The objective is that this piloting can be scaled to all Day Centers, and to other SENAMA programs that have a community component.<sup>31</sup>

## 10. Conclusions

The NODO Platform has meant a contribution at the technical and institutional level since it has strengthened the practice of interagency work, supported the government at a key time and issue that needed a quick and useful response, has generated knowledge through its communication strategy and knowledge management and training.

It has achieved all the effects and products proposed in the Results Framework, achieving compliance with the indicators and in several of them, exceeding the established goals.

The findings account for the main conclusions:

- **Relevance**

**Assessment of the criterion of relevance: the Programme is considered highly PERTINENT both by the government and by the Agencies and estates of the United Nations System of Chile, participants and non-participants of the same.**

**Finding 1:** The Programme was relevant to public policy towards older adults in Chile, since its design, carried out in 2019 before the start of the COVID-19 pandemic, but it became essential

<sup>31</sup> <http://www.senama.gob.cl/programa-centros-dia>

since the beginning of the pandemic, since the age group of older adults became a priority for the government.

**Finding 2:** The Programme design was adequate to address the problems identified in the Program document in a pre-pandemic context, including its subsequent adaptation to the challenges posed by the COVID-19 emergency, consolidating the relevance of the initial design. The design and implementation of the Programme have been aligned with the socio-cultural context of Chile, both at the time of its design (2019) and in its adaptation to the needs of the health emergency due to the COVID 19 pandemic.

**Finding 3:** The Programme incorporates in its design, indicators of the UNDAF results matrix 2019-2022, as a general guide to the actions of the UNS in Chile, which in turn clearly identifies the population of older adults as vulnerable, with their diversities, needs and rights.

**Finding 4:** The natural counterpart and main government support of the Programme has been SENAMA – National Service for the Elderly, a unit of the Ministry of Social Development and Family (an institution that was identified from the beginning of the application of the Programme idea to the SDG-Fund), participating with an active role and in conjunction with the implementing agencies (UNDP, ILO and FAO) from the design of the Programme, the decision-making process for reprogramming in the context of the pandemic, support in the selection of the Coordination Team, the implementation of the Programme and its implementation. SENAMA has supported the objectives of the Programme both at the central level and in the territories. The institutional communication between SENAMA and the United Nations System in Chile, occurred from the design stage directly with the implementing Agencies and once the Programme Coordinating Team was constituted, institutional communication was constantly and permanently channeled with it.

**Finding 5:** The Programme contemplated the inclusion of the gender perspective in the planning of results and activities and has been relevant for both male and female older adults, as well as for caregivers of older adults. The Programme has been relevant in urban and rural contexts where the NODO+60 territorial pilot was applied.

- **Effectiveness**

**Evaluation of the effectiveness: The Programme is considered as HIGHLY SATISFACTORY EFFECTIVENESS in relation to the achievement of its objectives since, in the analysis of compliance with the indicators of the Results Matrix, it had no deficiencies in the achievement of these.**

**Finding 6:** The Results Matrix was widely met with an unanimous assessment of "highly satisfactory" for each proposed indicator, reaching and in cases exceeding the goals established in the results and output indicators.

**Finding 7:** The Theory of Change was adequate and even highly relevant to the context of the pandemic, which generated an opportunity for the Programme in terms of strengthening its relationship with the government and the possibility of generating useful and essential actions for the affected population and for the scope of the expected change. It was not necessary to modify or adapt the Theory of Change, since the chain of results became more relevant due to the pandemic situation.

**Finding 8:** The Joint Program has contributed to shape a new approach to the generation of ICT platforms to link people and services effectively and a territorial approach model applied as a

pilot, which have been appropriated by the government as elements for the improvement of public policies aimed at older people, generating the conditions for the acceleration of SDG 1, 5 and 10 in Chile. The Programme contributed to the fulfillment of the Transformative Results, giving a greater contribution in the first of these. The Programme has contributed to UNDAF Priority 3/Direct Impact 6, as well as to the national priorities embodied in the Country Engagement Programme on Older Persons.

**Finding 9:** The impact evaluation showed that the NODO Platform has been effective in generating changes in both short-term and process variables, as well as medium-term variables. It has contributed in a differentiated way to the well-being of women and men, essentially in the perception of old age.

**Finding 10:** The management of the Programme was highly effective, achieving the objectives set out in the Programme document. The changes that the Programme underwent in relation to its original approach, to adapt to the urgency of the pandemic, were effective. Reporting responsibilities were clear, and decision-making was given in a transparent and timely manner. The assessment of the execution of the Programme both by the implementing Agencies, as well as by other actors of the UNS and the government counterpart, is highly positive.

**Finding 11:** The communication strategy of the NODO Platform was an integral part of its design and involved a diversity of dissemination modalities and actions that aimed at the dignification of older people as subjects of rights and the visibility of the sexual division of care work.

- **Efficiency**

**Assessment of the efficiency: The Programme is considered as HIGHLY SATISFACTORY EFFICIENCY since the resources were used properly and in a timely manner.**

**Finding 12:** Programme management was efficient in terms of human resources, financial resources, organizational structure, and governance. The technical unit of implementation designed called Implementing Team, was appropriate for the achievement of the results, having exceeded expectations, strengthened by the technical and socio-emotional capacities of the team of professionals. The budget allocated and its reprogramming due to the restrictions of the pandemic, were adequate for the needs of the Programme and for the execution of the products. By overcoming management challenges, the joint Programme has contributed to improve the coordination and efficiency of the United Nations country team.

**Finding 13:** The political, technical, and administrative support provided by UNDP, FAO and ILO was timely with a constant presence. The joint implementation generated conditions for the multidimensional view to be efficient compared to what a single agency could have implemented, thus contributing to consolidate interagency work dynamics.

- **Sustainability Criteria**

**Assessment of the sustainability criterion: The continuity of the technological solutions (platforms) of the Programme are valued as HIGHLY PROBABLE in their continuity since the risks are almost insignificant for sustainability. The territorial model is valued as MODERATELY PROBABLE in its continuity because there are moderate risks to its sustainability.**

**Finding 14:** The four technological platforms developed within the framework of the Programme have financial and institutional possibilities for continuity. Three of them, and the territorial model, have been delivered to the State as a public good and even have funds managed by

different government bodies, for sustainability and scalability. The e-learning platform does not have government funds, but it does have an institutional spirit of continuity through an agreement between the government and a university that will take care of its sustainability.

**Finding 15:** The private sector as a relevant actor in the field of care and the elderly, although it was scarcely present in the context of the Programme, is a sector where the scalability of the platforms and the model can be viable.

**Finding 16:** The NODO Platform contributed to the technical strengthening regarding the theme of the elderly, since it generated e-learning courses, trained officials, held workshops in territories, all this supported by the generation of instruments such as guides and manuals on the diversity of topics related to the elderly.

- **Cross-cutting approaches**

**Finding 17:** The NODO Platform included the gender and human rights perspective in the elaboration and implementation of the Programme, generating disaggregated indicators and relevant information for the design of public policies, identifying gaps, power relations, inequalities, and discriminatory practices, with a gender-differentiated approach. Also contributing to the mainstreaming of gender issues to strengthen the visibility of care roles, gender-based and age-based violence, among other issues that significantly affect the elderly and especially women.

- **Other approaches**

**Finding 18:** The Programme integrated the rurality approach at the time of the design of the intervention, the identification of the territories to be intervened and in the design of materials focused on the elderly population in rural areas. It did not emphasize approaches such as disability or interculturality (outside of gender and human rights approaches).

- **Analysis of direct costs and benefits (direct results)**

**Finding 19:** The program was implemented for two years, a period that included the conceptualization, design, piloting, and commissioning of the platforms. Despite the short time of effective implementation of the same, relevant products are identified that can be linked and quantified directly with the direct costs that the platforms have implied for the Programme. The impact assessment yielded some clues about the impact of the strategy (including the use of the NODO 60+ platform) on people's perception of old age and other subjective variables, but to arrive at more significant findings, a cost-benefit assessment with specific methodology and application should have been conducted.

## 11. Lessons learned

<p><b>Operational processes</b></p>	<p>Promote that the teams know and incorporate the documents generated by the Programme, especially those that make technical training and capacity building.</p> <p>Carrying out a process of induction and training of administrative processes, especially aimed at new professionals incorporated into the Programmes, could reduce the times of the learning curve. Being a new team, I did not know the possibilities of support in the Agencies according to experts.</p> <p>A team dedicated exclusively to the Programme led to the achievement of timely results.</p> <p>It is possible to design and evaluate a Programme in telematic conditions.</p>
<p><b>Methodological processes</b></p>	<p>From the moment the Programme was focused on providing technological solutions, a UX/UI programming specialist, a technical language specialist, should have been incorporated to support the acceleration of tool development.</p> <p>It is important to systematize the way we do "how we work together", to be able to learn the lessons and learning of working together beyond the guidelines.</p> <p>Doubts about the appropriation of learning by the SNU.</p> <p>Make the Programme more flexible to insert issues that were not visible at the beginning, for example, the issue of caregivers.</p> <p>It is necessary to carry out a digital diagnosis in the territories where the implementation of a Programme is planned with a focus on the development of technologies.</p> <p>Incorporation of evaluations with different foci (qualitative in territory, impact and final).</p>
<p><b>Strategic processes</b></p>	<p>The role of the Resident Coordination is essential for the leadership of a complex process involving Agencies with different mandates.</p> <p>Territorial coordination: with 12 communes and 12 territorial managers, it required at least two territorial advisors or coordinators (a single person could not cope), two people one with more role with the institutionalism and another with the field team.</p> <p>From the beginning, talk to and include key actors, and in general the communications raise them in terms of strengthening sustainability (for example, the private sector).</p> <p>Delivery of important public goods that is valued by the State.</p>
<p><b>Interagency structure of the Programme</b></p>	<p>Interagency work is strengthened by experiences as a NODE.</p> <p>Adapt the work dynamics in such a way that we could carry out what we had to do, flexibility as a concept must be present when designing and implementing.</p>
<p><b>Alliance with SENAMA and other actors</b></p>	<p>Synergy of work in conditions of horizontality from the design onwards contributed to the appropriation and possibilities of sustainability. Learning from different visions of the same reality.</p> <p>Possibility of generating a Programme whose products have a high probability of becoming public policy.</p>

<p><b><i>Best practices and techniques promoted by the Programme and actions that are generating greater changes in terms of improving the well-being of older people and their caregivers.</i></b></p>	<p>A good technological platform can be set up where the person is known, and a problem-solving service can be offered at a lower cost than the solution of assigning a social worker to visit the person on site.</p> <p>It was being piloted that another person in the community could bond on behalf of the older person. That it can communicate so that the State finds out independent of the source.</p> <p>Community component as territorial intervention, the descent was very particular and exclusive to each territory. The fact that it is a pilot allows you to explore it from that perspective.</p>
<p><b><i>Difficulties encountered in the implementation of the Programme and the measures taken to reduce the identified risks</i></b></p>	<p>The area of influence of each implementing agency was fragmented. How to achieve that balance, how to keep the Agencies active in the decision-making process but without saturating officials.</p> <p>The original model provided for implementing agencies that had a budget and other collaborating agency without an allocated budget. Participation without a budget is quite limited, not being able to demand results in the same way.</p> <p>All agencies have their own rules, and a Programme is subject to this. The processes were identified and managed from the Implementing Team to correct the differences.</p> <p>The development of technologies and their piloting times are longer than programmed.</p>

## 12. Relevant good practice: comprehensive evaluation of the NODO Platform

A remarkable good practice implemented within the framework of the Programme has been the realization of various evaluations applying different but complementary methodologies and focuses, seeking to deepen a holistic understanding of the intervention.

The evaluations carried out were:

- **Impact evaluation** (with random allocation methodology), with the aim of "evaluating support interventions for older adults, caregivers and their personal networks, which allow them to benefit through the strengthening of their support networks, integration with social services and support in terms of their needs",
- **Qualitative evaluation** (with a participatory approach) with the aim of "collectively assessing the process of territorial intervention of the Node Programme in terms of strengthening community networks and improving access to the different programs, services and social benefits for the elderly".
- **External final evaluation** (herein), with the aim of measuring and reporting on the performance during the two years of implementation of the Programme and evaluating the scope and achievements of the Programme in comparison with the expected results, especially in the following areas: transformative results defined by the Programme; framework of expected results; contribution to the improvement of the situation of the groups in situation of vulnerability identified; possibility of making the pilot Programme sustainable and scalable; contribution to the acceleration of the SDGs (especially SDGs 1, 5 and 10); contribution to UN reforms; as well as the incorporation of a gender and human rights approach throughout the Programme.

Whereas both impact assessment and qualitative evaluation have involved considerable effort at professional, methodological and logistical levels, resulting in significant findings and reflected in extensive reports; some main elements of both evaluations are summarized below.



## 12.1. Impact evaluation<sup>32</sup>

The methodology selected was that of random allocation or "random evaluation" defined by the Poverty Action Lab (J-PAL / MIT – Massachusetts Institute of Technology)<sup>33</sup> as "a type of Impact Evaluation that uses a random process to allocate resources, execute programs, or to apply policies as part of the study design. Like all impact evaluations, the primary purpose of randomized evaluations is to determine whether a program has an impact, and more specifically, to quantify the magnitude of the impact. Impact evaluations typically measure the effectiveness of a program by comparing the outcomes of those (individuals, communities, schools, etc.) who received the program, versus those who did not."

The objective of the impact evaluation was to identify the effects of the NODO Platform on variables such as formation of support networks, perception of isolation, perception of social support, autonomy, and well-being. It also sought to identify the effect of the program on the use of the NODO60+ App, the participation of intervention subjects in local integration programs, their knowledge about the local offer, and the type of activities carried out, among other indicators related to intermediate results and effective functioning of the intervention. The unit of analysis of the impact evaluation were the users of the Programme.

The impact assessment proposed three hypotheses that it sought to verify in the analysis:

- Hypothesis 1: Providing support to older adults and caregivers, which generates contact between various people participating in the Programme, would create and strengthen the support networks available to older adults.
- Hypothesis 2: Providing support and counseling to older adults and caregivers would result in an increase in older adult participation in community organizations and social programs available to older adults within their community.
- Hypothesis 3: Providing relevant information to older adults and caregivers would allow older adults to be integrated into community networks and programs that benefit this group, allowing an improvement in the quality of life of the participants.

The target population, or sample of beneficiaries, consisted of people over 60 years of age who live in prioritized neighborhoods defined by the Programme. In turn, these neighborhoods the sample focused on people with higher indicators of social isolation.

For the selection of the sample and the application of randomization, a basic survey was applied between the months of February and March 2021, which considered questions in the following thematic areas:

1. Sociodemographic characterization.
2. Difficulties or situation of disability.
3. Access to technology.
4. Digital capability.
5. Digital affinity.
6. Relationship with significant people.
7. Participation in community organizations.
8. Perception of the territory it inhabits.
9. Participation in social programs
10. Emotional and informational support.
11. Instrumental and material support.

<sup>32</sup> Made by the specialist Pablo Celhay (<https://www.linkedin.com/in/pablo-celhay-7b48b94/>)

<sup>33</sup> <https://www.povertyactionlab.org>

12. Support Positive social interaction/leisure and distraction.
13. Affective support.
14. Ability to deliver support to others.
15. Perception of quality of life.
16. Perception of aging.

The survey applied as a follow-up or exit line was carried out in November 2021, and considered the same questions of the baseline, adding variables on use and satisfaction of the NODO platform and satisfaction with the territorial intervention.

The conclusions of the impact assessment are transcribed below:

"This document presented the impact results of the NODO Platform, a Programme whose objective is to strengthen the support networks of older adults and encourage their integration into available community and support networks.

This impact evaluation was carried out in 12 communes of Chile, considering a total of 533 participants in the experiment (234 men and 299 women). Those who were surveyed at a baseline and subsequently at an exit line (399 participants were surveyed at the starting line).

The impact assessment of NODO accounts for positive and significant effects along the chain of change theory. Significant impacts are observed in the use of technology (cellular and internet), although these are related to a greater perception of the difficulty of learning new technologies.

Then, significant impacts are observed on integration into community networks, especially neighborhood councils and sports clubs. In addition, significant effects are observed in participation in social programs aimed at support networks and citizen participation.

Subsequently, significant impacts are observed in that the participants have people with whom to relax, with whom to forget their problems and with whom to have a good time, variables oriented to support positive social interaction / leisure and distraction. No significant effects are observed in other types of support received by beneficiaries.

Finally, considerable increases in the perception of quality of life are observed, as well as a decrease in the negative perception about old age, especially in the perception that older adults are dependent and that they are less productive.

This is relevant in consideration of the fact that, being a pilot Programme, the sample sizes are small, which hinders the feasibility of finding significant effects. This allows us to understand that the NODO Platform has been effective in generating changes in both short-term and process variables, as well as medium-term variables, in its beneficiaries.

It is relevant to note that there are differentiated effects according to the sex of their beneficiaries, which is relevant to consider in the future, since beneficiaries of different sex may have different needs, which would require adapting the intervention to consider these differences.

Finally, it is relevant to consider that, when performing the analysis according to the disability condition of the participants, the effects are especially derived by the participants who are not in a situation of disability. This allows us to realize that an intervention that considers people with some type of disability requires that the contents and accessibility to information be

adequate for this population, especially considering the difficulty of access to technology. This is established as a relevant improvement space for the Programme for its subsequent scaling."

## 12.2. Qualitative evaluation<sup>34</sup>

The objective of the qualitative evaluation was to collectively review the process of territorial intervention of the Node Programme in terms of strengthening community networks and improving access to the different program services and social benefits of older people, placing the focus on intervention in the territory and the relationship with the NODO ecosystem.

The impact evaluation focused on the beneficiaries as a unit of analysis, so the qualitative evaluation took as a unit of analysis the networks around the elderly, seeking to understand the functioning of the network to explore the mechanisms that explain the results or the absence of these.

Critically analyzes the process of design and implementation of the intervention model of the NODO Platform in the territories, identifying how support networks for the elderly they are created, articulated, and coordinated by establishing links with the actors identified in the territories.

A participatory evaluation approach that seeks to promote the active involvement of rights subjects was used; it also involved other key actors in the evaluation process, promoting a process of critical reflection by older people and their networks, both family and institutional. This was held in the territories in which the Programme has been implemented.

Likewise, the gender approach was considered as one of the evaluation criteria for the purpose of analyzing the existence of specificities and gender gaps in the needs, implementation experiences and results of the Programme.

The intervention strategies in the territories were (i) heterogeneous (adapted to the needs and opportunities of the context), (ii) multilevel (individual, neighborhood, communal) and (iii) multi-actor (people, organizations, institutions).

The following are the main findings of the qualitative evaluation to which a nominal assessment of 1 to 3 was applied:

<i>Findings for Relevance</i> <i>Is the Programme doing the right thing?</i>		
Relevance of the territorial intervention.	Rating 3	Territorial intervention is relevant to the needs of older people in the territories. This relevance is explained by the territorial and participatory diagnosis.
Relevance of the Territorial Intervention Strategy.	Rating 3	The Node Programme and its territorial intervention strategy is valued as relevant by the various actors. This relevance is explained by the alignment of the strategy with the existing opportunities in the territories.

<sup>34</sup> Made by the specialist Claudia Olavarría (<https://www.linkedin.com/in/claudia-olavarr%C3%ADa-manriquez-6665599/>)

Suitability of using Node 60+	Rating 1	There is no consensus among the actors on the suitability of the use of the Node 60+ platform, as a support for the articulation of networks, due to the gaps in access and use that it presents today.
Coherence of the strategy with the Ecosystem and programmatic offer.	Rating 3	The territorial intervention strategy is articulated in a coherent way with the Node ecosystem and with the available programmatic offer.
<i>Findings for Efficacy</i> <i>Is the Programme achieving the objectives?</i>		
Older people closer to the programmatic offer.	Rating 3	The Programme has contributed to bringing the programmatic offer closer to the elderly in the territories through various strategies.
Networks of the elderly strengthened.	Rating 2	The use of articulation strategies between social organizations and institutions in the territory has strengthened the networks of older people.
(Limited) Installation and contribution of Node 60+ to network strengthening	Rating 1	The installation and contribution that the Node 60+ Platform has made to strengthen the networks is limited. It is a consensus that a greater effort is required to consolidate the installation of the tool in the territories and take advantage of its potential for use.
Installation of the theme of older people in the organizations involved.	Rating 2	The Programme has contributed to raising awareness and installing in the work of the participating organizations a focus on older people.
Change in the imagen of the elderly.	Rating 2	The Programme has contributed to changing the way in which participating people, organizations and institutions perceive older people, making them increasingly visible as subjects of law.
Empowerment of older people as a subject of law.	Rating 2	The Programme has contributed, in an incipient way, to sensitize the elderly, increasing their empowerment and perception as subjects of law.
<i>Findings for Efficiency</i> <i>How are resources being used?</i>		
There are areas for improvement to optimize the use of resources.	Rating 2	Programme teams perceive areas for improvement to optimize the use of resources. These spaces for improvement are related to the times, flexibility, institutional presence, among others.
The pandemic impacted on the efficiency of the Programme in the territories.	Rating 3	The restrictions on mobility and assembly derived from the Pandemic have greatly affected the efficiency of the implementation of the Programme in the territories, especially in terms of the available times and strategies for intervention.

Implementation times have been insufficient.	Rating 3	The participating actors perceive in a transversal way that the implementation time of the pilot has been insufficient to generate sustainable changes particularly with respect to the installation of multi-stakeholder work strategies and the installation of the Node 60+ App
<i>Findings for Gender and Human Rights How have gender and human rights approaches been considered?</i>		
Assessment of the incorporation of the Gender and Human Rights approach.	Rating 3	<p>Gender and human rights approaches have been a lens that has guided both the design and implementation of the Programme in the various territories.</p> <p>The Programme has contributed to raising awareness among institutional and community actors and users on gender and human rights issues and on gender gaps and the exercise of human rights among older people in the territories.</p> <p>The Programme has contributed to changing the image that the participating organizations have about the elderly, strengthening a view as subjects of law.</p> <p>There is an incipient change in the self-perception and empowerment of older people as subjects of law and as agents of change in their communities.</p>
<i>Findings Criterion Sustainability Will the changes generated be lasting?</i>		
The sustainability of change is the biggest challenge.	Rating 3	The sustainability of the changes achieved, and the continuity of the strategies is recognized by all the participating actors as the main challenge of the Programme.
A gradual process of exit from the territory is required.	Rating 2	The form of work whose continuity is most strategic for sustainability are the consolidation of a multi-stakeholder work strategy articulated in the territories, as well as the dissemination, promotion and enabling of the use of Node 60+
There are experiences with the potential to be scaled up for capacity transfer and development.	Rating 2	<p>It is a consensus that both strategies must be developed articulately.</p> <p>In the work in the territories, experiences have been implemented in an incipient way for the transfer of forms of work and development of capacities, with the potential to be analyzed, packaged, and scaled.</p>

The final reflections of the qualitative evaluation are transcribed:

- 1) The intervention carried out by the Node Programme in the territories is highly valued by the key actors, in close connection with the figure of the Manager. It is valued as

- highly relevant to needs, relevant in terms of opportunities and consistent with the available offer. The most valued thing is its flexibility.
- 2) However, there are challenges for the use of the Node 60+ Platform that start from the gaps in access and use and the limited time for its installation were the territorial intervention is an indispensable enabler to move forward.
  - 3) There is a group of actors in the territories with broad expectations to scale the use of the Node 60+ Platform from their organizations. This derives from the assessment of its components and potential impact for the articulation of networks around older people.
  - 4) Sustainability is the main current challenge whose most relevant focus is the continuity of multi-stakeholder work strategies in the territories and the installation and consolidation of the use of the Node 60+ Platform.

Some recommendations of the qualitative evaluation were:

- Continuity requires implementing strategies to reduce access and use gaps and enable the use of Node 60+ through intervention in the territory.
- It is recommended to extend the intervention time to deepen the results, as well as the planning and implementation of a gradual strategy of exit from the territory as an integral part of the technical orientations of the program.
- The deepening and sustainability of the results requires consolidating the multi-stakeholder work, the transfer of strategies, the appropriation and leadership by key actors in the territory, the alliance with other programs and initiatives in the territory, the availability of resources for continuity and the installation of participatory monitoring strategies.

### 13. Recommendations of the final evaluation

Based on the findings and conclusions of the evaluation of the Programme, a series of recommendations are presented below that are organized around the findings of each evaluation criterion.

Criterion	Recommendation
Pertinence	<b>Planning.</b> For the next interagency program opportunities, it is suggested to use a results-based management approach that encompasses the planning, management, monitoring, evaluation and accountability phases of the Programme. In addition, the development of a theory of change that integrates the available technical knowledge on the needs of older people in Chile is a priority.
Pertinence	<b>Rights approach.</b> It is pertinent to continue with gender and human rights approaches. It is suggested to incorporate perspectives as solid approaches of multi and interculturality, territoriality, rurality, disability, diversity, new masculinities, among others, that operate as a line of continuity and with transversality, intersectionality, conceptual articulation, and integration.
Efficiency	<b>Flexibility.</b> The pandemic leaves key lessons regarding the need to adapt to changes, Programmes must allow some flexibility that contributes to adaptation for a more effective implementation.

Efficiency	<b>Interagency reflection.</b> Calls for Programmes from the SDG Fund, MPTF and the like generally have short deadlines that do not allow possibilities for joint reflection. It is suggested to generate interagency spaces for reflection on key issues, with a certain periodicity, to delimit more clearly the type of searches and the possibilities of agencies in situations like this.
Efficiency	<b>Secured institutional commitments to results.</b> This Programme had the added value of having formed an independent team of high quality, however, it requires an interinstitutional look to guarantee fluidity in interagency work.
Efficiency	<b>Promote solutions for the homologation of administrative and financial processes.</b> The diversity of processes of the agencies and offices of the UNS greatly complicates the possibility of interagency implementation. Although decisions on these processes occur at the Headquarters level, under the leadership of the Resident Coordination, meeting points must be sought and possible solutions that facilitate joint implementations must be advanced.
Efficiency	<b>Incorporation of thematic specialists.</b> When Programmes have specific and complex approaches or objectives (such as gender and technology), incorporate specialists in the necessary areas.
Efficiency	<b>Leadership of the Resident Coordination.</b> Key to decision making regarding prioritizing issues, mandates, incorporating agencies and roles.
Efficiency	<b>Cost-benefit analysis.</b> It is suggested that in case of identifying the need to analyze the cost-benefit of the interventions of new Programmes, it is considered from the design, the realization of cost-benefit evaluations with methodology and specific application.
Sustainability	<b>Early identification and involvement of state counterparts.</b> Key to generate appropriation, identification with the Programme and enable the sustainability of products.
Sustainability	<b>Involvement of actors.</b> Involve all identified actors in the initial stakeholder mapping: academia, organized civil society, private sector. This could guarantee the inclusion of an innovative perspective that the State does not yet incorporate.
Sustainability	<b>Opportunity with new government.</b> Take advantage of the interest of the new government in the national care system, to work from the agencies to contribute to the issue.
Sustainability	<b>Incorporate diversified and comprehensive evaluations with complementary objectives and methodology.</b> The complementarity of impact evaluations, qualitative and final, generates solid and complementary evidence for the replicability of Programmes and pilots. This is useful essentially for two objectives: to promote the search for funds and to provide governments with scientific arguments for the incorporation of tools (goods, services, Programmes, programs) of public policy.

## 14. Annexes

### 14.1. People interviewed

People interviewed – NODO Interagency Programme (Chile)			
Institutional actor	Nominal identification	Role (linked to the Programme)	Contact (mail)
<b>Implementing agencies</b>			
<b>ILO</b>	William Montt	Senior Social Protection Specialist	montt@ilo.org
	Patricia Roa	ILO Programming Officer for Conosur	roa@ilo.org
<b>FAO</b>	Fabiana Pierre	Researcher and consultant Economics and Inequalities FAO	fabiana.pierre@fao.org
	Andrea Saez	FAO Chile Programme Associate. Alternately responsible for the budget.	andrea.saez@fao.org
	Elizabeth Harries	FAO Communications Officer	elizabeth.harries@fao.org
<b>UNDP</b>	Rodrigo Herrera	Head of Poverty Reduction and Inclusive Development, UNDP	rodrigo.herrera@undp.org
	Javiera Troncoso	Advisor on public policies	javiera.troncoso@undp.org
<b>UN Resident Coordination</b>	Paula Darville	Data Management and Results Monitoring/ Reporting Officer of the Coordination.	paula.darville@un.org
<b>State institutions</b>			
<b>SENAMA</b>	Bernadette Bulnes	Government Counterpart NODO. Head of innovation and new Programmes.	bbulnes@senama.gob.cl
	Gladys Gonzalez	Head of the Social Services Unit of SENAMA	ggonzalez@senama.gob.cl
<b>Central Programme Coordination</b>			
	Soledad Gonzalez	Programme Coordinator	soledad.gonzalez@undp.org
	Volney Navea	Programme Assistant	volney.navea@undp.org
	Manuela Cisternas	Specialist in charge of the gender and human rights component.	mxcisternas@u.uchile.cl
	Denisse Devilat	Responsible for systematization and analysis of the NODO Platform	<a href="mailto:denisse.devilat@fao.org">denisse.devilat@fao.org</a> <a href="mailto:dbdevila@uc.cl">dbdevila@uc.cl</a>
	Hernan Araya	Communications Officer	hernan.araya@undp.org
	Daniela Miranda	Responsible for Evaluation and Monitoring	daniela.mirandaprado@fao.org daniela.bmp@gmail.com
<b>Territorial coordination of the Programme</b>			



	Nicole Campos	Territorial management coordinator	<a href="mailto:camposn@iloguest.org">camposn@iloguest.org</a> <a href="mailto:nicole.campos.haro@gmail.com">nicole.campos.haro@gmail.com</a>
<b>Other key players</b>			
	Paul Celhay	Impact Assessment Consultant	pablocelhay@gmail.com

## 14.2. Evaluation Matrix

<b>EVALUATION MATRIX</b>	
<p>Criteria of the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD/DAC) contained in <i>the Quality Standards for Development Assessment</i> and the <i>Evaluation Standards in the United Nations System</i> and specifically the Guides, models and other tools generated under the <i>SDG Fund</i>. Methodology in accordance with the guidelines, norms and standards of evaluation and ethics of the UNS, the UNEG (United Nations Evaluation Group), the <i>Protocol of adaptation of the evaluations to the context of the pandemic</i>.</p>	
Sources of information (for all criteria, focusing as needed)	
<ul style="list-style-type: none"> <li>• Programme documents, as well as material used and generated during the elaboration process (diagnoses, minutes, reports).</li> <li>• Sustainable Development Goals.</li> <li>• Regulatory framework (programs, policies, plans, laws, decrees, other relevant administrative resolutions).</li> </ul> <p>Perception, opinion and/or qualitative contributions of qualified informants through:</p> <ul style="list-style-type: none"> <li>• Interviews with authorities and related technical staff</li> <li>• Interviews with qualified informants (e.g. academics, civil society, etc.)</li> <li>• Research and/or studies linked to the problem</li> </ul>	
Data Collection Method/Tool	
<p><b>TOOLS</b></p> <ul style="list-style-type: none"> <li>• Document collection</li> <li>• Virtual personal interviews</li> <li>• Virtual focus groups</li> <li>• Quantitative secondary information</li> </ul> <p><b>METHOD</b></p> <ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Analysis of virtual personal interviews</li> <li>• Analysis of virtual focus groups</li> <li>• Triangulation of sources</li> </ul>	
Criteria, description and evaluation system.	<p><b>RELEVANCE (Is the intervention doing the right thing?)</b></p> <p>The degree to which the objectives and design of the intervention respond to the needs, policies, and priorities of the subjects of law and/or persons impacted by the intervention, of the partners/institutions and of the country, as well as to global priorities, and continue to do so even when circumstances change. Likewise, it considers the extent to which the initiative responds to human development priorities in the areas of women's empowerment and gender equality.</p> <p>Assessing relevance involves examining the differences and trade-offs between different priorities or needs. It requires an analysis of possible changes in the context to assess the extent to which the intervention can be adapted (or has been adapted) to remain relevant.</p> <p>To assess relevance:</p> <ul style="list-style-type: none"> <li>• Relevant (P)</li> <li>• Not relevant (NP)</li> </ul>
Questions	

<p>1.1. To what extent is the Programme relevant to public policy priorities towards older people in Chile?          1.2. To what extent is the Programme design adequate to address the problems identified in the Programme Document?          1.3. Do national and local government counterparts support the objectives of the Programme? Did they play an active role in Programme decision-making that supports the efficient and effective implementation of the Programme? Was communication regular and effective?          1.4. To what extent has the design and implementation of the Programme been appropriate from the point of view of the socio-cultural context in which it is developed and specifically in its adaptation to the context of the Covid19 pandemic?          1.5. To what extent has the joint programme contributed to the achievement of UNDAF results and national development priorities?          1.6. Was the inclusion of a gender perspective in the planning of results and activities considered?          1.7. Has the Programme been relevant for men and women? Why?          1.8. Has the Programme been relevant in urban and rural contexts? Why?</p>	
Criteria, description and evaluation system.	<p><b>EFFECTIVENESS (Is the intervention achieving its objectives?)</b>          The degree to which the intervention has achieved, or is expected to achieve, its objectives and outcomes, including differentiated outcomes between groups.</p>
	<p>To assess effectiveness:</p> <ul style="list-style-type: none"> <li>• Highly satisfactory (AS): The Programme had no shortcomings in achieving its objectives</li> <li>• Satisfactory (S): There were only minor deficiencies</li> <li>• Moderately Satisfactory (MS): There were moderate deficiencies</li> <li>• Moderately Unsatisfactory (MI) Programme had significant shortcomings</li> <li>• Unsatisfactory (I): The Programme had significant shortcomings in achieving its objectives</li> <li>• Highly Unsatisfactory (IA): The Programme had severe deficiencies</li> </ul>
Questions	
<p>2.1. Did the programme achieve the goals set out in its results framework? Also describe in qualitative terms how the Programme contributed (or did not) to improve the well-being of the beneficiary population.          2.2. How far has progress been towards achieving the expected outputs and results of the Programme?          2.3. To what extent was the theory of change, the formulation of the expected change, the assumptions and the matrix of indicators elaborated adequate?          2.4. How did the context affect the theory of change?           2.5. To what extent has the joint programme contributed to the achievement of its 2 transformative results?          2.6. To what extent has the joint programme contributed to the acceleration of the SDGs in Chile, especially the 3 that are directly related to the programme?          2.7. To what extent did the Programme contribute to the progress and achievement of the Sustainable Development Goals (SDGs)? Essentially SDG 1 "End poverty", 5 "Gender equality" and 10 "Reduction of inequalities".          2.8. To what extent has the programme had a catalytic effect in terms of bringing about change in all sectors to leave no one behind?          2.9. To what extent has the joint programme contributed to the achievement of UNDAF results and national development priorities?          2.10. Were the media appropriate to express the progress of the Programme and aimed at the impact of the public? Is there a website? Or did the Programme implement appropriate public awareness and outreach campaigns?          2.11. To what extent has the Programme contributed differently to the well-being of women and men? Include examples to visualize how people with disabilities and women in rural areas have been included.          2.12. Was Programme management effective as outlined in the Programme document? Were any changes made? Were they effective? Were reporting responsibilities clear? Was decision-making transparent and timely?          2.13. What is the assessment of the implementation of the implementing partners and what would be the recommendations to improve their implementation?</p>	
Criteria, description and evaluation system.	<p><b>EFFICIENCY (Are resources being used properly?)</b>          The degree to which the intervention produces, or is likely to produce, results economically and on time.          Note: "Economically" means the transformation of inputs (funds, technical advice, natural resources, time, etc.) into outputs, direct effects and impacts in the most cost-effective manner, compared to other context-viable alternatives. The "on-time" production of results takes place within the time frame defined or reasonably adapted to the demands of an evolving context. It may include the assessment of operational efficiency (to what extent the intervention has been well managed).</p>
	<p>To assess efficiency:</p> <ul style="list-style-type: none"> <li>• Highly satisfactory (AS): The Programme had no shortcomings in achieving its objectives</li> <li>• Satisfactory (S): There were only minor deficiencies</li> <li>• Moderately Satisfactory (MS): There were moderate deficiencies</li> <li>• Moderately Unsatisfactory (I) the Programme had significant shortcomings</li> <li>• Unsatisfactory (I): The Programme had significant shortcomings in achieving its objectives</li> <li>• Highly Unsatisfactory (IA): The Programme had severe deficiencies</li> </ul>

Questions	
<p>3.1.How efficient was the management of the Programme in terms of human and financial resources, organizational structure and governance?                      3.2.Was the availability of inputs and actions timely?                      3.3. Was the technical unit of implementation designed appropriate for the scope of the results?                      3.4. Was the political, technical and administrative support provided by UNDP, FAO and ILO timely? Was the joint implementation more efficient compared to what a single agency could have implemented?                      3.5.To what extent has the joint programme contributed to improving the coordination and efficiency of the United Nations country team (reducing transaction costs)? What were the challenges to overcome in the future?                      3.6. To what extent did the Programme results framework work as a management tool? What adjustments or changes were made, in the national and particular context since the beginning of the Programme?                      3.7. Was there a delay in the start and implementation of the Programme? What were the causes of these and if they have been resolved?                      3.8. Did the work plan focus on results-based management? If not, how could planning be reoriented to focus on results?                      3.9. Did the Programme have an appropriate financial control, including reporting and planning of expenses that allow management to make informed decisions related to the budget and allow a timely financial flow?                      3.10. Did the monitoring and evaluation tools used provide the necessary information for the progress reports? Were they aligned and incorporated with or incorporated into national systems? Did they use existing information? Were they efficient?                      3.11.Were the monitoring and evaluation tools cost-effective? How could they be made more participatory and inclusive?                      3.12. Cost-benefit analysis of the provision of services to beneficiaries (including the 4 platforms) in relation to the costs of implementing the Joint Program</p>	
Criteria, description and evaluation system.	<p><b>SUSTAINABILITY (Will the benefits be lasting?)</b>                      It analyses the extent to which the benefits of initiatives continue or are likely to continue once external development assistance has ended.</p> <p>To assess sustainability:</p> <ul style="list-style-type: none"> <li>• Probable (P): Negligible risks to sustainability</li> <li>• Moderately probable (MP): moderate risks</li> <li>• Moderately unlikely (MI): significant risks</li> <li>• Unlikely (I): serious risks</li> </ul>
Questions	
<p>4.1.To what extent has the strategy adopted by the joint programme contributed to the sustainability of the results, especially in its articulation with the social protection system?                      4.2.To what extent has the joint programme promoted long-term leadership and ownership from the State, specifically SENAMA and other stakeholders?                      4.3.What was the support and participation of the institutions involved? Was institutional strengthening provided?                      4.4.Was a strategy implemented for the capacity building of strategic partners and key actors to maintain, manage and secure products in the future?                      4.5.Did the Programme agree with sectoral and municipal institutions on financial and economic mechanisms to ensure continuity of products once completed?                      4.6.How likely is it that the results will be maintained beyond the joint programme through state action, other stakeholders and/or the standing teams of the United Nations system in Chile?                      4.7.Have lessons learned been collected continuously and systematically and shared with relevant actors?                      4.8.Have new alliances been generated with other interventions that were not planned at the beginning of the Programme?                      4.9.What could be the role of local governments for the future of the Programme?                      4.10.To what extent does the sustainability strategy include a gender approach?                      4.11.Are there any social or political risks that could jeopardize the sustainability of the Programme results?                      4.12.What is the risk that the level of appropriation of the national counterpart was insufficient to achieve the results of the Programme / benefits to be maintained over time?                      4.13.Were the lessons learned documented and shared by the Programme team and the interagency team on an ongoing/transferred basis to the partners so that they can learn from the Programme and potentially replicate and/or scale up in the future?</p>	

### 14.3. Information Collection Tool: Interview Script

Interview script for the "NODO" Programme	
<b>Name, role, and membership organization:</b>	
<b>Date:</b>	
<b>Questions</b>	<b>Aspects to consider in cross-examinations</b>
1. How long have you been working linked to your institution and the subject?	

<p>2. Could you share with us in a synthetic way, your overview about:</p> <ol style="list-style-type: none"> <li>The Programme.</li> <li>The relationship with and between partners.</li> <li>The interaction of the Programme with the strategic objectives and link with other Programmes of your institution.</li> </ol>	
<p>3. Did your institution participate in the design stage of the Programme?</p> <p>If so, how do you remember the design stage of the Programme? What do you think were the main strengths in relation to the design?</p>	<ul style="list-style-type: none"> <li>Great milestones.</li> <li>Participation of relevant actors.</li> <li>Consideration of the perspective of those who would be affected by decisions related to the Programme, of those who could influence its results.</li> <li>Gender mainstreaming.</li> <li>Correspondence with international treaties and commitments signed by the Government.</li> </ul>
<p>4. What is your perception about the design of the Programme and its adjustment to the reality and priorities of the country and the institutions and sectors involved (leaders of CSOs, NGOs, social movements, social protection OEE, others)?</p>	
<p>5. Do you think that there have been relevant changes in the political and/or economic context (at the National or Regional level) that have impacted on the implementation of the Programme?</p> <p>What has been the effect of the COVID-19 pandemic on the implementation and fulfillment of Programme results?</p>	<ul style="list-style-type: none"> <li>Do you think it was opportune to execute this Programme currently and with this reality of the country?</li> </ul>
<p>6. Did the Programme have a mid-term evaluation? If so, do you know the recommendations of that evaluation? If you know them, do you think they were considered and applied? In what way?</p>	
<p>7. What was the role and level of involvement of your institution?</p>	<ul style="list-style-type: none"> <li>Deepen the institutional support to the Programme and within the institution for the incorporation of actions.</li> </ul>
<p>8. How do you remember the implementation of the Programme? What were its main strengths?</p>	<ul style="list-style-type: none"> <li>Contribution to the SDGs.</li> <li>Communication to and from the Programme.</li> <li>Coordination and Programme management mechanisms: (i) coordinating team/territorial management, (ii) interagency team/coordinating team (iii) coordination between the agencies</li> </ul>
<p>9. Were there aspects of the Programme that were not implemented as designed?</p>	
<p>10. What are the main aspects that should be improved in relation to the implementation of the Programme?</p>	
<p>11. Were the monitoring tools (logical framework, reports, etc.) timely?</p>	
<p>12. Were your contributions to improving planning, implementation or reprogramming considered?</p>	
<p>13. The allocated funds were efficiently rescheduled in the face of changes due to the COVID emergency?</p>	
<p>14. How have you used the knowledge and experience gained through the Programme in your institution?</p>	
<p>15. What were the main achievements of the Programme?</p>	<ul style="list-style-type: none"> <li>Have there been unexpected results (positive or negative) that have emerged from the Programme interventions?</li> <li>Transformative results: (1) Led by SENAMA, the Emergency Node Platform will be available for use nationwide. (2) The platform will make it possible to collect more accurate data on multidimensional poverty in older people.</li> </ul>

16. Do you think they can be sustainable over time? Why?	<ul style="list-style-type: none"> <li>• Are you satisfied with the Programme performance? Why?</li> <li>• Were there barriers to achieving goals?</li> <li>• Are there any social or political risks that could jeopardize the sustainability of the Programme results?</li> <li>• Could the political, legal, financial and/or governance structures frameworks that may jeopardize the foundations for achieving the benefits of the Programme?</li> </ul>
17. What do you think are the main lessons learned from the Programme?	
18. What would be your recommendations to improve the execution and actions of new Programmes that continue the theme strengthened by this Programme?	
19. Anything else you want to add?	

#### 14.4. Documents consulted

From the Implementing Team, an online shared folder was enabled in which all the documentation produced within the framework of the Programme was provided.

Reports were reviewed on: Results of Emergency Node, E-learning results, Node 60+, MecuidoTecuideo, design consultancies, Programme systematization documents, budget management, Prodoc and official documents, reports to the SDG Fund, reports of results of qualitative and impact evaluations, verifiers of compliance with indicators.

Likewise, regulations referring to the theme of the Programme were reviewed, among other documents of interest for the evaluation.