

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/325895164>

# Real estate social housing market employing a PPP approach: The Chilean Case

Conference Paper · November 2017

---

CITATIONS

0

---

READS

100

2 authors, including:



[Jose Oliveros Romero](#)  
University of Melbourne

10 PUBLICATIONS 7 CITATIONS

[SEE PROFILE](#)

Some of the authors of this publication are also working on these related projects:



ex-post evaluation of PPP projects [View project](#)



social housing research [View project](#)

## Real Estate Social Market Employing a PPP Approach: The Chilean Case

Jose Oliveros R.<sup>1</sup> Constanza Gonzalez-Mathiesen<sup>12</sup>

<sup>1</sup>The University of Melbourne, Australia

<sup>2</sup>Universidad del Desarrollo, Chile

**Abstract:** Engaging the private sector in the social housing provision is a contested public policy discussion in Australia and internationally. A valuable reference case for Australia is the social housing policy in Chile, which has drifted from a traditional procurement approach, meaning that the public sector is in charge of providing housing units; to a Public-Private Partnership (PPP) approach in which a real estate social housing market was created using demand subsidy certificates and certified private social housing developers. The evolution of social housing in Chile has been well documented and assessed; however, studies have not distinguished between the effects associated to the current procurement method (PPP) and to the public policy (strategy). This research aims to understand whether the source of the impacts is the public policy or the procurement method; differentiating which procurement method appears to have better performance. The conclusion of the article is that most impacts are related to the public policy as a whole; and in general term, the PPP approach has a better performance compare to the traditional procurement approach. These findings contribute to have a clearer understanding of the effects of a PPP approach to social housing provision, adding to the Australian social housing discussion and public policy decision-making.

**Key words:** *Social housing policy; public private partnership; PPP; real estate market.*

### 1. Introduction

Even though there is no single definition of social housing, definitions can include references to ownership, price, and funding streams, among others; yet the most common aspect of its definition is the purpose of their provision, usually directed to citizens who are not able to serve their housing requirements on their own (Whitehead and Scanlon, 2007). In order to fulfil households' basic needs, housing should be much more than just shelter. It should provide a place to rest and sleep, with safety, privacy and personal space; so that people can raise their families (Organisation for Economic Co-operation and Development (OECD), 2013, n.p.). The provision of the dwelling can be done through a rental option, or through an ownership transfer. In Chile, the social housing policy has had the objective of providing to the most vulnerable families a house they can own; there is no rental option. The houses are funded completely or partially by the government, transferring the ownership to the beneficiary at the end of the construction stage with certain temporal restrictions for the house occupancy. Conversely, in Australia social housing refers to an asset built and owned by the government, in which families with a certain level of vulnerability can apply and rent at a (market-comparable) low price. The facility management is done by the public sector or by private entities.

In the last century, the Chilean housing policy has changed in terms of strategy, resources, governance, technical requirements, beneficiary assessment, monitoring, economical sustainability, etc. Chilean public housing initiatives started by the end of the 19th century and the first Workers Housing Law was promulgated in 1906 (Hidalgo, 2002, n.p.). In 1977, Chile launched a program that combined a one-time subsidy, mandatory savings, and optional loan, the now well-known tri-partite strategy, which was praised as a best practice (UN-HABITAT, 2011, p.54). Based on this, from 1980 to 2006 a massive production of social housing, of more than 500,000 units, significantly contributed to reduce the housing deficit (Rodriguez and Sugranyes, 2011, p.101) and the proportion of urban slums (UN-HABITAT, 2011, p.54). In 2006, the Ministerio de Vivienda y Urbanismo (MINVU) launched important changes to the housing policy (Rodriguez and Sugranyes, 2011, p.100), shifting the focus from quantity to quality and targeting the 20% poorest population, who were mostly unable to access the previous programs with debt. In addition, the program design and decisions of subsidy allocation result from the collaboration with facilitator entities (EGIS before 2011, EP now) and saving groups (UN-HABITAT, 2011, pp.56-57). After a change of government, these programs were modified in 2011 (MINVU, 2013) maintaining the overall

focus of the 2006 changes. Nowadays, the different levels of poverty and vulnerability are addressed by different policy strategies, which differ in terms of savings requirement, final cost of the house, debt level, subsidy amount, etc. Currently, for the lowest poverty level (most vulnerable group) the social housing policy is regulated by the Fondo Solidario de la Vivienda (housing solidarity fund) DS 49/2012. The regulation establishes that cost of the house is USD 30,000 approximately and is funded mostly by the government, with a beneficiary saving requirement of USD 500 approximately and no debt attached.

The 2006 housing policy change involves the application of a new procurement method. The procurement method is the organizational system that assigns specific responsibilities and authorities to people and organizations and defines the relationships of the various elements in the construction process (Love et al., 1998). Prior to 2006 a traditional procurement approach was employed, which means that projects were publicly funded and managed, and privately built. With the policy change, a public-private partnership approach was set, with projects now publicly founded, but privately managed and built. It is relevant to make the differentiation between the public policy and the procurement method; the latter is only a component of the policy. For example, the beneficiary eligibility or the overall strategy to reduce the housing deficit is considered part of the policy, but with no relation to the procurement method.

Social housing policy, as a research topic, is studied from a design, social, sociological, urban, and economical perspective. However, research does not disaggregate the different components of the social housing policy to establish the real sources of the positive and negative impacts that it generates. In fact, historical views make even more complex the analysis, leaving no possibility to isolate the behaviour of certain aspects. Social housing is studied also in different contexts, suggesting that the problems are similar and comparable for many countries. For example, Murphy (2003) describes the rental model in New Zealand context, which is comparable to this article in the object of study.

The aim of the article is to analyse the Chilean housing policy from the perspective of the one component: the procurement method. The study explains each impact as an effect of the policy (strategy) or as an effect of the procurement method; and within the procurement method, which type had or should have a better performance for that specific outcome. This differentiation is relevant as it allows tracking the sources of the impacts; and, by doing so, supporting decision-making in the design of social housing policies. The analysis of the procurement, which is new and innovative, can help other countries to generate further discussion in the way social housing is been developed and managed inside their them. This could be the case of Australia. Australia has a long history of public housing provision with more than 800.000 tenants in social housing dwellings and with a new model based on community managed projects (Non-for-profit) that started in the 2000's. Australia's discussion has focused on the real access to dwellings from homeless organizations that claim for more involvement of the public sector (Knaus, 2017); yet, its development and management could be discussed further.

## **2. Methodology and structure**

This article employs the categorization of impacts of the Chilean social housing policy distinguished from the literature by Jiron (2004), who analysed them from a lessons-learned and historical perspective. This article reviews six of Jiron's impacts, selecting them by relevance, and reorganising them for clarity purposes, making a clear distinction between the procurement method (how the houses are procured), and the other components of the public policy (i.e. resources, beneficiary eligibility, accountability, purpose, long term benefits, etc.). Project management theory is employed to analyse the different aspects of the impacts, based in on the existing public-private partnership project research (Dewulf et al., 2012, World economic forum, 2013). A reflective process (Flyvbjerg, 2005) is done for each impact, employing theoretical assumptions in terms of incentives and motives.

The article has two main sections apart from the introduction and conclusion. The first section describes each of the three procurement methods that have been used through the history of the Chilean social housing policy. They are simplified and explained from a project management perspective, avoiding further development in other areas of the policy. The second section presents the impact analysis by topic, namely: housing deficit; housing quality; participation and selection process; community quality; urban quality; bad practices, persuasion and fraud.

### **3. Social housing procurement method**

Three kinds of procurement methods can be identified throughout the Chilean history: (1) the traditional procurement method, (2) the PPP approach, and (3) 100% public mechanism. This section will briefly describe the three of them, emphasising on the first two, which are the focus of this paper.

#### ***Traditional procurement method (public founded and managed, private built)***

Employing the project management taxonomy, the traditional procurement method occurs when, for a public project, the public sector manages and is the single responsible of the whole project lifecycle; outsourcing only the construction of the infrastructure. The conceptualization, the project management, land acquisition, design, tendering, financing process, relationship with the beneficiaries, and maintenance of the infrastructure is done by the public sector by one or more of its agencies. The involvement of the private sector is only through a lump sum contract (fix amount) that establishes clear responsibilities for the private company in terms of scope, and is limited to the construction of the facility (in this case a social housing project).

In Chile, this procurement method has been applied over the 20th century (Vollert, 2006) until 2006. During this period other components of the policy have changed. For example, in the 1950s' the Housing Corporation (CORVI Corporacion de la Vivienda) was created to managed from a strategic perspective the development of social housing; strengthening the construction of larger housing projects (Dattwyler, 1999); this is a change in the governance and strategic component of the policy. In the 1960' a saving requirement for the beneficiaries was established (financial component) and a tax exemption to promote the construction of social housing was also created (economic component). In 1979 an improvement in the minimum requirement was established (housing quality component). In the 1990s, further improvements to include disabilities, elderlies, and integrated communities were developed. In 2006 the new social housing policy changed the procurement method, which from a project management perspective should be considered a Public-private partnership approach.

#### ***Public private partnership approach (Public funded, private managed and built)***

Public Private Partnership (PPP) model of procurement is a way to deliver public infrastructure using private funding and managing risk for public purposes. Currently in Chile, the social housing provision involves the private sector not only for the construction, but for most of the other roles that in the traditional procurement method were done by government agencies. This procurement method is based on a demand size subsidy, creating a voucher system in which beneficiaries can acquire a social house from existing projects or from planned housing projects. The public sector certifies private entities (for-profit and non-for-profit) to become Social Housing Management Entities (EGIS, *Entidad de Gestion Inmobiliaria social*). They are responsible for managing the different stages of the housing process, from the prospecting of housing needs, demand organization, savings planning, feasibility study and provision of land, design of technical urbanization projects, the design of the set and architecture of the dwellings, the design and implementation of a community self-diagnosis, the design and application of a social habilitation plan, the study of construction proposals and the contracting of works, the design and application of a methodology of technical assistance for the process after obtaining the subsidies, and finally the technical inspection of the works and the processing of the final receptions concluding with the corresponding writings and inscriptions (Toro Blanco, 2006). This model generates a market of beneficiaries that are potential subsidy receivers, and social housing developers that search for beneficiaries to generate housing projects.

There are certain aspects of the systems that are different from a common PPP. The risk allocation is different from the traditional PPPs, as the government allocates less financial risk to the private company by financing throughout the process. The EGIS must be a different entity from the builder (a consortium is not allowed), and they must provide proof of a transparent tendering process before the public sector can effectively pay for the construction directly to the builder. This kind of model may not be considered a PPP by the general literature which considers no middle step between a formal privatization and a concession that includes an operational stage (Moskalyk, 2011). However, this research supports that the Chilean social housing PPP approach is certainly a partnership, as the engagement of the private sector (which is the variable for classifying a PPP) is broader than in a traditional approach, and definitely the system is not a privatization.

In Chile, the PPP approach was established with the regulation DS 174/2005 that focuses on the most vulnerable part of the Chilean society; creating the EGIS concept and the formal market. Some aspects of the new regulation are not completely new, for example the voucher system was first employed during 1970s' (Dattwyler et al., 2016) for buying existing housing, and there were also previous private efforts (prior to 2006) to generate private management of social housing such as "Corporacion Habitacional de la Camara Chilena de la Construcción" and "Fundacion de la Vivienda del Hogar de Cristo" (Toro Blanco, 2006). In 2012 the DS 49/2012 regulation replaced the DS174, making even more flexible the demand size subsidy, allowing individual projects for single houses, and not only community based projects. With this new regulation, the EGIS is entitled to manage only community projects, leaving to individuals the possibility to manage their subsidy directly with the Public Housing Authority (MINVU). From 2001 (pilot process included) to 2017 more than 500.000 new subsidies have been assigned under these two regulations (DS 174 and then DS 49), which is an important part of the housing policy that in total from 1990 to 2017 has conferred 3 million units (2010 earthquake included) (MINVU, 2017).

### ***100% public approach***

The 100% public model consists in a government that funds, manage and built social housing projects. The government's designers, construction equipment and human resources develop everything "in house". There have been efforts to implement this procurement method, such as the one from 1970s' socialist government; however, it will not be analysed furthermore, because currently this option is very rare.

The following analysis of the social housing impacts is done mainly differentiating between the traditional procurement and PPP approach.

## **4. Impacts of the social housing policy in Chile**

In Chile, the social housing policy has generated social, economic, urban, and environmental impacts. Employing Jiron (2004) as a starting point, this article analyses six impacts from a technical view focusing on the procurement method as the object of study. The analysis does not deepen on the historical and political aspect of the policy.

Every impact is defined and then classified as either (i) an effect of the public policy (as a whole) or (ii) an effect of (or related to) the procurement method. Additionally, the analysis also discusses and suggests which procurement method (traditional procurement or PPP approach) appears to have performed or should perform better when addressing that impact.

### ***Housing deficit***

The housing deficit is estimated as the difference between the housing stock and the need for dwellings of families that are not able to access the formal housing market. The comparison is difficult across time because of the population growth and the changes on the definition of the poverty line. According to Simian (2010) Chile has improved this indicator especially in periods when the building rate is above the population growth. Chile has passed from having 5.9 inhabitants per dwelling in the 1950s, to 3.9 in the 2000s reaching a maximum construction rate of more than 100.000 units yearly (excluding 2010 earthquake reconstruction). This kind of achievement is considered impressive for the country population and for a Latin American context.

The deficit reduction and the high construction rate must consider the analysis of three factors: (1) financial resources, (2) construction expertise, and (3) bureaucratic efficiency. The financial resource factor is mainly an effect of the public policy and the allocated budget; the applied procurement method has no effect over this factor. Additionally, the economic growth affects the private building and the poverty line, which has a direct relationship with the housing deficit. The construction expertise influences the capacity for building at a high rate, maintaining the compliance standards. This factor is closely related to the procurement method component. However, is not possible to establish any difference between the two procurement methods, as it is provided by the same construction industry. The bureaucratic efficiency is also related to the procurement method. It is possible to suggest that with

private companies managing the social and technical process, there are better incentives to be more effective in the PPP approach compared to the traditional approach, driven by revenue and profit. This effect has been suggested by Toro Blanco (2006).

For the housing deficit impact, the financial resource factor is by far the most important one, meaning that the positive impact in term of reducing housing deficit is an effect of the policy rather than the procurement method. The construction expertise is a constant for both procurement method and it is suggested that a higher engagement of the private sector (PPP approach) should reflect a faster delivery process.

### ***Participation and selection process***

The participation process for acquiring a subsidised house refers to the involvement of the beneficiary in terms of decision-making of, for example, location, housing type, design, and delivery time.

The public policy is considered the main source of this impact, as the participation process can be designed and implemented with any kind of procurement method. However, the different procurement methods can influence the level of beneficiary participation in the selection and design of the dwelling.

In Chile, the traditional procurement method was applied with a public policy that did not considered any participation of the beneficiary (new houses for most vulnerable level). The process of conceptualization, design, location, construction, and transfer of the house was done entirely by a government agency. In fact, the policy did not consider the beneficiary's previous place of residence or desired location; houses were arbitrarily assigned by the public authority, with no regard of the previous social networks (Ducci, 1997). Furthermore, theoretically a traditional procurement centralises the decision process and give less flexibility to the private sector and to the beneficiary, meaning that this approach does not enhance beneficiary participation.

Conversely, The PPP approach (supported by the strategic level of the public policy) generates a spectrum of participation in which the worst option is better than in the one related to the traditional procurement approach. The diversity of private entities that can organise the demand in the PPP approach allows the beneficiaries to find more than one option when searching for a housing solution. Developers can build prior to the search of beneficiaries, or (as most cases) present the project and search for beneficiaries that are willing to wait until the project is completed. This is similar to the private real estate market in which houses are sold already built or in "green" (future delivery).

Some developers (especially non-for-profit) work with more beneficiary participation. For instance, TECHO NGO road-map starts with (i) finding a community (a slum), (ii) working with them on social aspects (education, work training, etc.) and then (iii) proposing to the community a social housing project in reference to the subsidy program or other kind of solution (TECHO NGO, 2016). Each of the interested potential beneficiaries accepts the project at the conceptualization stage. Guided and supported by TECHO, the community, and their community leaders, are involved in the search of the project's site, in voting for the available options, in deciding the trade-off between bigger house in a cheap land or a smaller house with a better location. It is expected that the community discusses and agrees over the main design variables such as open space or closed kitchen, fully finished with less built-up area or almost finished with more built-up area, system for the unit allocations (usually random), etc.

The impact over the beneficiaries in terms of participation is considered positive and an effect of the public policy. However, the influence of the procurement method is considered relevant for this impact, specifically because of the structure created by the PPP approach. The market diversity allows the generation of participation depending on the beneficiaries' priorities, interest, and expectations. It is important to mention that the PPP approach has been criticised by some author arguing that due to the market imperfections (narrow offer, asymmetry of information, low expertise of the beneficiaries, urgency sense, etc.) the beneficiaries do not have the real positive impact for participating, but only as observers that are required for the process to be done (Fariás, 2014). Even if this might be true in some cases, the opportunity for participation swelled by the PPP approach is considered better than a same intention placed within the traditional procurement option.

### ***Community quality***

The community quality as an impact of the social housing policy is defined as the network created within a housing project, the quality of the communal areas of the project, the identity of the community, etc.

This impact can be partially considered an effect of the public policy. The regulations (guidelines and minimum requirements) of the physical assets that are required for a housing project (green areas, community centre, location characteristics, etc.) are established by law. In Chile, the requirements have increased through the decades, creating projects that now have better community attributes, following urban and life-quality drivers.

The procurement method has also an effect over the community quality, which is influenced by the participation and selection process (previous section). The possibility to choose (in the PPP approach) from the existing and future projects allows a community to move to a specific project together. Moreover, in cases where the project has been conceptualized with a specific community (i.e. a slum) the process promotes even stronger relationships as families need to work together throughout the process.

### ***Urban quality***

Urban quality is considered a broad concept with many perspectives (Serag El Din et al., 2013). However, Jiron (2004) refers to urban quality impacts in relation to urban segregation, urban integration and urban governance. Urban segregation refers especially to Santiago City in which social housing developments were located mostly in the outskirts of the city (Dattwyler, 2003). Urban integration refers to the availability of services that were planned and built within the large social housing projects. And urban governance refers to the strategy adopted by the Chilean government (mostly in Santiago) to eradicate slums from high income parts of the city to the detriment of the low income areas (Dattwyler, 2003).

The impact in urban quality, specifically in terms of segregation and expansion of the city is mostly an effect of the public policy and not of the procurement method. The analysis of the procurement method is difficult to perform because the segregation was generated with the traditional approach in the 1980s' as the PPP approach did not exist until 2006. Therefore, the comparison can only be done at the theoretical level.

In the traditional approach the central government manages land acquisition. Thus, it could follow anti-segregation policies and central-planned urban strategies. In reality, the strategy in the 1980s' was to prioritise the amount of houses rather than urban quality, but it can be assumed that a government-managed approach can change the priority at any time.

The PPP approach follows a market principle, creating a system that is difficult to push towards a strict outcome. Three issues need to be considered: (1) the beneficiaries might be willing to search for a house that is bigger, but in the outskirts of the city; (2) social housing developers have a simpler business and probably a more profitable model when buying cheaper land in the outskirts of the city (compare to a better located land), and (3) the incentives provided by the public policy (extra funding for well-located projects) can be well or badly employed. This behaviour is similar to what happened in the private real estate market, in which mid-low income individuals can only buy properties that are usually not well located within the city. Nevertheless, the PPP approach has iconic projects in which the private sector has searched for extra private funding and locate projects in the middle of the city (for instance "Los Altos de Maiten" in Penco City), well located, and with an over average size. However, these projects are usually developed by non-for-profit NGOs, rather than pure for-profit entities, and also in middle size cities.

The negative Urban Quality impact is considered an effect of the public policy. And for addressing this impact it is suggested that the traditional procurement would be easier to adapt compare to the PPP approach, because the former does not follow completely a market principle.

### ***Bad practice, persuasion, and fraud***

Bad practices and behaviour at the edge of the law is an intrinsic negative impact or every social system. In this case the analysis focuses on how the system's structure is vulnerable to these kinds of behaviours; how it is punished and prevented.

Bad practices, persuasion and in some cases fraud from private developers to potential beneficiaries (Valenzuela, 2009, Farías, 2014) is considered an effect of the procurement method, specifically the PPP approach. This kind of issues have been addressed by government evaluation reports (Sur Consultores, 2011) recommending a better control system and a more transparent market, not only for developers, but also for beneficiaries. These bad practices are all illegal and the authorities have banned and penalised private entities; however, a lost in trust is a negative outcome that needs to be tackled. Nevertheless, this impact should be compared with corruption scandals that can be traced inside the public sector, especially for the allocation of subsidies (cooperativa.cl, 2013) and overuse of direct award contracts (Cantena, 2017).

### ***Summary***

Table 1 summaries the main conclusions of the analysis, separating the three perspectives. This is not a comparison; as it only shows the key insights for each perspective in every impact.

**Table 1: Summary of policy and procurement method impact analysis**

Impact	Public policy	Traditional procurement	PPP Approach
Housing Deficit (construction rate) supported in 3 factors: Financial resources, construction expertise and bureaucratic efficiency	Financial resource is the main factor of the impact that depends on budget allocation	Construction expertise is a constant factor related to both procurement methods	Construction expertise cannot be compared between Procurement methods. Bureaucratic efficiency should improve with the PPP approach
Participation and selection process	Is part of the overall design of the policy	It does not create incentives for more participation	The market structure allows better opportunity for beneficiary participation
Community quality	The public policy provides the minimums in terms of physical assets	No further influence	It can generate better community organisation prior to the project arrival.
Urban Quality	It needs to be solved at a strategic level	Could adapt better to an arbitrary criteria of the public sector	It is more challenging due to the influence of the market principle
Bad practice, persuasion, and fraud	Corruption scandals can be found in the public sector	Corruption scandals can be found in the public sector	A negative impact, mainly from the developers to the beneficiaries

## **5. Conclusion**

The article analysed six existing impacts of the Chilean social housing policy in terms of the applied procurement method (Traditional versus PPP approach). The analysis evaluates how the policy generates the impacts, isolating the procurement method. Additionally, it discusses which of the two procurement approaches could eventually perform better for addressing a specific impact.

The analysis shows that the social housing public policy (overall strategy) is considered to be main source of the following impacts: (1) reduction of housing deficit and high construction rate, (2) gradually

improvement of community quality in term of physical assets, and (3) low urban quality in terms of social segregation.

The applied procurement methods are not as relevant as the public policy when assessing their influence in the reviewed impacts. Nevertheless, it is suggested that the PPP approach performs better compared to the traditional procurement method and partially generates the following impacts: (1) higher housing quality depending on the market conditions, (2) better community quality due the voluntary association of the beneficiaries, (3) better beneficiary participation and selection process, and (4) bad practices and persuasion from the developers to the beneficiaries. Finally, the traditional procurement method is suggested to perform better than the PPP approach in the theoretical situation of applying anti-segregation strategies (urban quality).

This article contributes to public policy decision-making in Chile and also in countries with a similar public discussion like Australia, where the procurement method, the impacts of the housing policy, and the comparison between an ownership and a rental option could be addressed. Disaggregating one component of the public policy (procurement method) allows a better understanding of how this component interacts with the rest of the policy framework. Further research should isolate other components of the same policy in order to create a better “big picture”.

## 6. References

- Cantena, P. (2017, 15/05/2017). Contraloría advierte contrataciones irregulares en Codelco por \$ 31 mil millones. *La Tercera*. Retrieved from <http://www.latercera.com/noticia/contraloria-advierete-contrataciones-irregulares-codelco-31-mil-millones/>
- cooperativa.cl. (2013). Las acusaciones contra alcaldes por mal uso de subsidios tras el terremoto. *Radio Cooperativa*. Retrieved from <http://www.cooperativa.cl/noticias/pais/sismos/catastrofe-en-chile/las-acusaciones-contra-alcaldes-por-mal-uso-de-subsidios-tras-el-terremoto/2013-08-14/021309.html>
- Dattwyler, R. A. H., Bilbao, A. G. P., & Rivas, L. D. S. (2016). El neoliberalismo subsidiario y la búsqueda de justicia e igualdad en el acceso a la vivienda social: el caso de Santiago de Chile (1970-2015). *Andamios*, 13(32).
- Dattwyler, R. H. (1999). La vivienda social en Chile: la acción del Estado en un siglo de planes y programas. *Scripta Nova: revista electrónica de geografía y ciencias sociales*, 3.
- Dattwyler, R. H. (2003). La vivienda social en Santiago de Chile en la segunda mitad del siglo XX: Actores relevantes y tendencias espaciales. In Carlos De Mattos, María Elena Ducci, Alfredo Rodríguez, & Gloria Yáñez (Eds.), *Santiago a la Golbalizacion ¿Una nueva ciudad?* Chile: Ediciones Sur.
- Dewulf, G., Blanken, A., & Bult-Spiering, M. (2012). *Strategic Issues in Public-Private Partnerships* Retrieved from <http://UNIMELB.eblib.com.au/patron/FullRecord.aspx?p=834628>
- Ducci, M. E. (1997). Chile: el lado oscuro de una política de vivienda exitosa. *EURE. Revista Latinoamericana de Estudios Urbano Regionales*, 23(69), 99.
- Farías, I. (2014). Improvising a market, making a model: Social housing policy in Chile. *Economy and Society*, 43(3), 346-369.
- Flyvbjerg, B. (2005). Social science that matters. *Foresight Europe*, 38 -42.
- Hidalgo, R. (2002). Vivienda social y espacio urbano en Santiago de Chile: Una mirada retrospectiva a la acción del Estado en las primeras décadas del Siglo XX. *EURE (Santiago)*, 28.
- Jiron, P. (2004). *The beggining of the end of the Chilean housing model: lessons to be learned from over 20 years of experience*. Paper presented at the Adequate & affordable housing for all, Toronto, Canada.
- Love, P. E., Skitmore, M., & Earl, G. (1998). Selecting a suitable procurement method for a building project. *Construction Management & Economics*, 16(2), 221-233.
- MINVU. (2013). Ministerio de Vivienda y Urbanismo. Retrieved from <http://www.minvu.cl>
- MINVU. (2017). *Subsidios otorgados programa regular y reconstruccion*. Santiago: Gobierno de Chile Retrieved from [http://www.minvu.cl/opensite\\_20070322151443.aspx](http://www.minvu.cl/opensite_20070322151443.aspx).
- Moskalyk, A. (2011). *Public-private Partnerships in Housing and Urban Development*: UN-HABITAT. Organisation for Economic Co-operation and Development (OECD). (2013). Better Life Index, Chile. Retrieved from <http://www.oecdbetterlifeindex.org/countries/chile/>

- Rodriguez, A., & Sugranyes, A. (2011). Vivienda privada de ciudad. *Revista de Ingeniería*, 35, 100-107.
- Serag El Din, H., Shalaby, A., Farouh, H. E., & Elariane, S. A. (2013). Principles of urban quality of life for a neighborhood. *HBRC Journal*, 9(1), 86-92. doi:<http://dx.doi.org/10.1016/j.hbrj.2013.02.007>
- Simian, J. M. (2010). Logros y desafíos de la política habitacional en Chile. *Estudios Públicos*.
- Sur Consultores. (2011). *Investigación del funcionamiento de las Entidades de Gestión Inmobiliaria y Social en la Política Habitacional*. Chile: Sur Consultores.
- TECHO NGO. (2016). *Modelo de intervención - trabajo en Campamentos*.
- Toro Blanco, A. (2006). Las entidades de Gestión Inmobiliaria Social EGIS y su rol en la nueva política Habitacional Chilena. Retrieved from <http://invi.uchilefau.cl/las-entidades-de-gestion-inmobiliaria-social-egis-y-su-rol-en-la-nueva-politica-habitacional-chilena/>
- UN-HABITAT. (2011). *Affordable Land and Housing in Latin America and the Caribbean*. Retrieved from
- Valenzuela, N. (2009). Corrupción en las EGIS: ¿Se derrumba el modelo chileno de Vivienda Social? . *Plataforma Urbana*. Retrieved from plataformaurbana.cl website: <http://www.plataformaurbana.cl/archive/2009/07/15/corrupcion-en-las-egis-%C2%BFse-derrumba-el-modelo-chileno-de-vivienda-social/>
- Vollert, R. R. (2006). Lecciones de la política de vivienda en Chile. *Bitácora Urbano Territorial*, 1(10), 197.
- Whitehead, C., & Scanlon, K. J. (2007). *Social housing in Europe*: London School of Economics and Political Science.
- World economic forum. (2013). *Steps to prepare and accelerate public-private partnerships*.
- Knaus, C. (2017). Australia's social housing stock one-sixth empty with 195,000 people on waitlist *The Guardian*. Retrieved from <https://www.theguardian.com/australia-news/2017/jul/21/social-housing-stock-one-sixth-empty-while-195000-people-remain-on-waitlist>
- Murphy, L. (2003). Reasserting the 'social' in social rented housing: politics, housing policy and housing reforms in New Zealand. *International Journal of Urban and Regional Research*, 27(1), 90-101. doi:10.1111/1468-2427.00433