

Chile

Executive Summary

In 2015, Chile continued its efforts to reduce economic and social disparities in the country with a number of major reforms. Congress approved a tax reform that will increase resources to finance the country's educational reform. Constitutional and labour reforms are still under discussion.

Chile also progressed on the plan to establish a comprehensive child protection system composed of:

- (1) a legal framework that would guarantee the rights of the child;
- (2) a national policy on children;
- (3) a ten-year action plan to implement the national policy;
- (4) an institution that would coordinate and lead the implementation of the above-mentioned national policy and action plan at the central and local levels, and
- (5) an Ombudsperson for children.

However, Chile faced a complex political situation following alleged cases of illegal political financing (which affected parliamentarians from all political sectors and people from the President's inner circle), which resulted in a major reshuffling of the cabinet in May 2015.

The country also faced an economic slowdown caused by international factors and a decrease in copper prices. The international price of copper fell from US\$ 3.11 per pound in 2014 to US\$ 2.47 per pound in 2015. This economic scenario led the Government to revise its priorities and gradually introduce the above-mentioned reforms. In this context, the Government formulated a more austere budget for 2016.

In 2015, Chile faced three major natural disasters that required additional resources: flood and landslides in the region of Tarapacá, the eruption of Calbuco volcano, and a magnitude 8.4 Richter scale earthquake in the region of Coquimbo.

With the implementation of the current Country Programme (2012-2016), during the reporting period UNICEF Chile underwent a thorough restructuring process. The purpose of the restructuring process was to restructure staff to allow adequate implementation of the CP. The restructuring was implemented in different stages, based on an analysis of programmatic and operational functions needed and available resources.

The CO re-focused its programme implementation so that UNICEF Chile could be aligned with the emerging needs of the Government and relevant partners in the development and establishment of a comprehensive child protection system. In so doing, the CO strengthened its partnership with relevant ministries, civil society and academia. It also launched a number of targeted advocacy and communication campaigns to promote the universality of child rights. In this connection, the campaign "América nos une. No hagas tú la diferencia", as part of the partnership between UNICEF and South American Football Confederation (CONMEBOL) for

the American Cup (Copa America) held in Chile in 2015, promoted social inclusion of and anti-discrimination against the migrant child in particular, contributing to a cultural exchange through the passion generated by soccer.

Despite its limited size, UNICEF Chile was able to respond to two major emergencies thanks to the timely support provided by Latin America and the Caribbean Regional Office (LACRO) and other COs in the region. To maximize the support to children affected by emergency situations, the CO facilitated an innovative public-private partnership in Canela, the district most affected by the 8.4 magnitude earthquake that hit the centre-north of Chile in September. Four private companies with corporate social responsibility programmes in the region worked together with local authorities to address the needs of children affected by the earthquake.

During the reporting year, donations from private supporters in the country contributed funding the annual CP. Financial support by private donors and companies allowed UNICEF Chile to fully fund its in-country emergency response work, as well as to contribute addressing children's need worldwide.

Humanitarian Assistance

Chile is a country with high susceptibility to multiple categories of natural disasters such as earthquakes, tsunamis, volcanic eruptions and forest fires among others. During the reporting period, the country faced numerous emergency situations, including two emergency situations with exceptional magnitude. At the time, UNICEF provided humanitarian assistance in the affected regions, focusing its intervention mainly on Education and Protection Programmes:

1) On 25 March 2015, flooding and landslide affected towns and villages mainly in the provinces of Chañaral and Copiapó (corresponding to the III Region of Atacama in northern Chile). This natural phenomenon severely disrupted the provision of basic services such as water and sewage, which in turn created a health/WASH emergency. The landslides also impacted the normal functioning of schools, hospitals, kindergartens, and transportation services. An estimated 5,000 families were affected by the loss of their homes. Schools were suspended for two months and daily activities were discontinued due to a lack of transportation between the different localities.

UNICEF joined the United Nations Coordination Team (United Nations Disaster Assessment and Coordination (UNDAC)) team and was present in the affected zone soon after the emergency, monitoring the situation of children as well as assessing their needs and the response capacity of the Government. In coordination with the UNCT and consultation with the Government, UNICEF focused its emergency response on the areas of Education, Protection and WASH. UNICEF Chile undertook projects aimed at the psychosocial rehabilitation of children and advocated for children's right to education and other rights such as playing in a safe environment. The CO prioritized the assessment and support needed by the most vulnerable children such as those in detention centres or in alternative care.

In Education, 5,000 children from seven to 12 years old in the most damaged areas benefited from distribution of school kits. The CO also provided "ludotecas" to 15 public kindergartens/community centres. (A ludoteca is a piece of modular furniture for books and toys for children under five years old, used in situ or carried home under a toy-lending system.) In partnership with Red Cross Chile, seven schools and two kindergartens were selected for a Disaster Risk Reduction project aimed at adjusting the water and sanitation infrastructure. Teachers and affected families received 29,000 handbooks designed for psychosocial support

(entitled "How I Feel" and "Rebuild the Lives of Children").

In Protection, 200 children from four to 18 years old strengthened their resilience, by learning non-violent ways of conflict resolution, and by developing creative and teamwork skills. The latter was possible through an innovative methodology that allows learning and playing soccer within their communities. This initiative was developed and undertaken in partnership with the NGO "Fútbol Más". Approximately 600 professionals were trained to provide psychosocial support to children in emergency contexts.

2) On 16 September 2015, an earthquake measuring 8.4 on the Richter scale hit Coquimbo (corresponding to the IV Region in the centre-north of the country). In this context, the CO advocated for cross-sectoral/institutional approach in responding to the emergency situation vis-à-vis counterparts at the national and regional levels. This was particularly the case in the area of Education, Child Protection and Health.

In Education, 22 tents were distributed in schools along the most affected communities in the Region for use as classrooms.

In Protection, teachers and affected families received 10,000 handbooks to help providing psychosocial support (called "How I feel" and "Rebuild the lives of children").

In Communication, the CO provided immediate assistance to the Government in disseminating health, hygiene and psycho-social support messages to the population in the affected areas. UNICEF also provided quality information materials with human rights and gender perspective to be distributed in the affected regions. As results of these efforts, 15 out of 38 radios in the Atacama Region transmitted these messages, reaching some 90 per cent of the population. And in Coquimbo, 18 radios transmitted these messages, reaching 85 per cent of the affected population.

It should be noted that the above-mentioned emergency response was possible thanks to the timely support provided by LACRO and other COs in the region. At the time of writing this report, the CO is conducting a systematization of interventions made in past emergency situations in order to identify lessons learned and areas to further strengthen to better respond to future situations.

Mid-term Review of the Strategic Plan

The CP continues fulfilling the 'core business of UNICEF in Latin American and the Caribbean (LAC)', aimed at monitoring the situation of children in all its aspects as well as in monitoring the implementation of recommendations of the CRC and the CEDAW. Such role is crucial in all countries, including upper-middle income countries as well as in high-income countries and re-confirming the universal mandate of UNICEF. Moreover, a substantive part of UNICEF supported actions aims at influencing (sub-) national policies and programmes. Where needed, this work is complemented with the implementation of model projects at the sub-national level, particularly in selected areas where the most disadvantaged populations are living. Further emphasis on the combination of 'upstream' policy work together with sub-national level modelling, also in the context of middle/high income countries, allows for a continuous learning and obtaining evidence from local experiences that could be used in designing and strengthening national policies and programmes.

Increasingly, the programmatic role of UNICEF is evolving and addressing emerging issues that

affect the rights of girls, boys and adolescents. Such emerging issues, which are currently not fully mentioned in the Strategic Plan include: a) Emerging health agenda - health systems strengthening, non-communicable diseases, obesity, adolescent health; b) integrated early childhood development; c) secondary education, within LAC the particular attention to 'boys education' given high drop-out rates of boys in secondary education as well as sustained attention to enhancing inter-cultural (bilingual) education; and d) prevention of adolescent pregnancy and linking such efforts with addressing (sexual) violence against girls. It is suggested that these areas are better reflected in the Strategic Plan, through specific results and indicators. Moreover, it is suggested to review the PIDB coding so that such emerging programme issues are adequately reflected. This will also allow for better reporting on results and funding spent.

Several programmes have identified, as part of the analysis of barriers and bottlenecks, the need to address social norms and therefore include a component of behavioural change communication (Communication for Development). This is currently not a specific strategy in the Strategic Plan and it is suggested to re-consider re-introducing this strategy as one of UNICEF's corporate strategies. This will also allow to better reflect and report the type of work on-going by using C4D approaches. At the same time, a lot of south-south cooperation (SSC) is on-going with other countries in the region, and beyond. Based on the 2030 Agenda and the evolving changes in the aid environment it is expected that the application of this strategy will only continue to increase. However, so far it has been difficult to demonstrate UNICEF's value added to obtaining specific results for children through the SSC. Therefore, it is recommended to continue with efforts, also as part of the Mid-Term Review (MTR) of the Strategic Plan, in providing global tools for measuring the results of SSC. Linked to SSC is also the need to strengthen our knowledge management function. Although efforts are made at CO-level, it is also recommended to increase global efforts to strengthen the knowledge management function. This could also include increased emphasis on supporting evaluation of (sub-) national policies and programmes rather than focusing on UNICEF programmes only. With limited resources available, a shift in attention to the type of evaluations expected is suggested.

Finally, many Country Programmes (CPs) in LAC are facing resource constraints and while income from Private Funding Partnerships (PFP) has been growing and increasingly such resources are re-distributed in the region through the Regional Thematic Fund, many country COs remain highly dependent on income from the Regional Thematic Fund, Global Thematic Funds and Global Set-Aside funding (in addition to Regular Resource allocation). With such income, UNICEF is still in the position to deliver on substantive results and to exercise its mandate and addressing the persisting inequities in the countries in LAC. Therefore, as part of discussions of a potential new resource allocation system for UNICEF, it is strongly suggested to ensure that the current minimum levels of Regular Resources (RR) is maintained, while at the same time adjustments could be made to criteria for allocation of global set-aside and thematic funds re-orienting more of such resources to 'donor-orphan' regions, such as Latin America and the Caribbean.

Summary Notes and Acronyms

AMP - Annual Management Plan

CEDAW - The Convention on the Elimination of all Forms of Discrimination Against Women

CMT - Country Management Team

CP - Country Programme

CPD – Country Programme Document

CPU - Child Protection Unit
 CRC - Convention on the Rights of the Child
 ECD - Early Childhood Development
 FOSIS - Solidarity and Social Investment Fund (attached to the Ministry of Social Development)
 LAC - Latin America and the Caribbean
 LACRO - Latin America and the Caribbean Regional Office
 MINEDUC - Ministry of Education/Ministerio de Educación
 MINSAL - Ministry of Health/Ministerio de Salud
 MINDES - Ministry of Social Development/Ministerio de Desarrollo Social
 DCT - Direct Cash Transfers
 ECD - Early Childhood Development
 ERM - Enterprise Risk Management
 IMEP - Integrated Monitoring and Evaluation Plan
 JCC - Joint Consultation Committee
 KPI - Key Performance Indicators
 LTC - Local Training Committee
 MISC - Multiple Indicator Cluster Survey
 MTR – Mid-Term Review
 NGO - Non-Governmental Organisation
 OECD - Organisation for Economic Co-operation and Development
 PBR - Programme and Budget Review
 PIDB - Programme Information Data Base
 PFP – Private Funding Partnerships
 PSA – Performance Appraisal System
 RCSA - Risk Control Self-Assessment
 RR - Regular Resources
 SAP - UNICEF electronic financial management system
 SENAME - National Minors’ Service (attached to the Ministry of Justice)
 SOP - Standard Operation Procedures
 SSC - South-South Cooperation
 SERNAM - National Service for Women/Servicio Nacional de la Mujer
 UNCT - United Nations Coordination Team
 UNDAF - United Nations Development Assistance Framework
 UNDP - United Nations Development Programme

Capacity Development

The CO published four studies that have contributed to the discussion of the on-going legal reforms related to children in Chile. These studies are technical documents that were developed for advocacy purposes. The main purpose of the studies was that decision makers count with relevant information in a timely manner throughout the drafting process of the different laws related to and/or affecting children that were planned by the Government.

These studies are:

1. Ombudsperson for Children: The study reviewed different international prototypes of ombudspersons for children and highlighted the main aspects of them to establish a similar/adequate institution in Chile.
2. Reforming the Special Protection System: The study analysed Chile’s current special protection system and identified its main shortcomings in order to comply with the CRC and

international human rights standards.

3. Creating a reinforced guarantees system: The study established that a comprehensive protection system has to contemplate providing reinforced guarantees to particularly vulnerable groups of children, such as indigenous children, children with disabilities, Lesbian, Gay, Bisexual, Transgender and Intersex and migrant children.

4. Main elements in the Comprehensive Protection System: The study reviewed the different institutions working on children related issues in Chile, and proposes a framework for a Comprehensive Protection System in Chile consistent with the CRC.

Partnerships

In September 2015 a magnitude 8.4 earthquake hit the Coquimbo region in the centre-north of Chile. In its efforts to maximize the support provided to children affected by this emergency situation, UNICEF Chile facilitated an innovative public-private partnership in Canela, which was the most affected district by the earthquake.

After the earthquake, the CO identified and met with four companies that were undertaking their corporate social responsibility programs in the affected region. Following this meeting, these companies undertook a joint assessment on the immediate needs of children in the area together with the municipal authorities. As a result, they agreed in developing a work plan to provide psychosocial support for the educational community (students, teachers, families, etc.) in order to reduce the negative effects of the natural disaster on the members of the community.

In this connection, ACHNU, an NGO that partnered with UNICEF and provided psychosocial support to communities in major emergency situations in the past, was selected to undertake a series of workshops on psychosocial support on natural disasters in the region. These workshops are scheduled to continue until March 2016 when children return to school.

Results achieved:

- The four companies working on corporate social responsibility focusing on education programs decided to join forces and coordinate their work in the region.
- Positioned UNICEF as an expert organization on children / emergency related issues with whom the private sector could also work together, leveraging resources for children.
- More than 240 adults were trained to provide adequate support to children and adolescents at time of emotional restraint.
- Strengthened the school community through participation and coordination that is expected to have a positive impact on more than 1,000 students in the targeted community who would be going back to school in March 2016.

External Communication and Public Advocacy

CO developed a communications plan with the following central themes: the need to create a legal framework for children's issues; an end to violence; inclusion and non-discrimination; and children in emergency (national and international). These themes were disseminated in different events, such as the commemoration of the 25th anniversary of the ratification of the CRC in Chile; the realization of the American Cup (Copa America) in Chile; emergencies context in the

country and the situation of migrants worldwide.

During 2015, the CO obtained a total of 944 publications in mass media: television, radio, newspapers and online media. Of the total publications, 58 per cent were managed by CO. Comparing to 2014, this figure increased in 74.4 per cent. The major topics covered were quite consistent with those set in the communication plan: child abuse, legal and policy framework for children in Chile.

UNICEF Chile Website: A total of 245,971 visited the site, with a daily average of 859 active users. Compared to 2014, visits remained over 200,000, with 29,147 more recorded sessions. Regarding users, the age range with more visits are divided into two groups, 33.50 per cent are between 25 and 34 years and 27.50 per cent between 18 and 24 years.

Social networks: social networks increased significantly. With regard to Facebook, the scope was a total of 52,916,824 people, compared to 2014, of 2,132,830 people. Also in Facebook, the account reached 34,224 followers, becoming the most significant account growth in the past two years with more than 16,000 new fans, increasing by more than 20,000 users compared to 2014.

On Twitter, the CO account managed a total of 723,100 impressions, with 3,532 new users, surpassing the 2,931 followers who joined during 2014.

Social networks were also used for social media campaigns, such as #FinAlMatrato, UNICEF Marciano and Green Card for the Copa America.

Identification and Promotion of Innovation

Within the context of the government seeking the mechanism for a constitutional reform, the CO decided to implement the “U-report Program”, as a pilot project, together with the Ministry of Health and the National Youth Institute. This pilot project objective is to promote children and adolescents participation. It is a way of hearing their voice and the issues that concerns them.

A communication plan was developed based on the broadcasting of social networking program with known figures among teenagers and by a recital of music via streaming, inviting them to continue following the @ureportchile account on Twitter.

As results, the SMS pilot project managed 277 U-Reporters registered and a response rate of 45 per cent. The Twitter version of the pilot project managed 3,018 U-Reporters registered and a response rate of 57 per cent. Based on these U-Report results, the Advisory Council on Adolescent and Youth from the Ministry of Health modified its work plan incorporating priority issues raised through the programme.

With these results, CO will start planning for scaling-up the program for 2016 in order to address new issues and increase the program coverage. This plan will be accompanied by a monitoring and evaluation framework and an advocacy plan promoting the participation of children and adolescents in matters that affect them.

Human Rights-Based Approach to Cooperation

Within the context of a legislative reform in Chile, the CO implemented various activities to promote the inclusion of human rights standards and principles in legislation that could have an

impact on expanding child rights. The work focused on knowledge of relevant actors on the Convention on the Rights of the Child (CRC) and other human rights treaties, such as the American Convention on Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights, through the following activities:

Technical support to the Government and NGO's: the CO worked with targeted Ministries, government agencies, the Judiciary system and some of the most important national NGO's in order to promote the human rights approach and the inclusion of child rights standards in the process of reforms undertaken by the Government.

Work with academic institutions: the CO worked with universities across the country (i.e. seminars, training, postgraduate and debates linked to child rights and human rights (family right, international law, juvenile justice, the right to education, violence, Integral Protection System, etc.). As a result some universities included child rights in their curriculum.

Knowledge generation: the CO elaborated four studies in order to promote child rights which were instrumental in the formulation of public policies and draft laws related to children.

Committee on CRC: In October 2015 the Committee published its concluding observations on the report of Chile. The CO disseminated and encouraged these recommendations to adopt concrete measures to effectively protect child rights in Chile. The Government established a task force group with the mandate to monitor the compliance of the recommendations and formally requested CO's technical assistance, which the CO is providing.

Gender Mainstreaming and Equality

There are three actions aimed to improve gender equality understanding in professionals that work directly with families and children:

The 'active fatherhood and co-responsibility for domestic work initiative' supported and strengthened the co-responsibility of parents for child care, household chores and active fatherhood. The CO provided technical assistance to FOSIS (Solidarity and Social Investment Fund, a public agency that supports the most vulnerable families in order to improve their conditions) to review the guidelines they work with. As result 20 professionals acquired skills and tools to incorporate gender equality and active parenting/fatherhood approach in working with families. The initiative took three months and was coordinated by the Social Policy Officer and Education and Early Childhood Development (ECD) Officer, the cost was US\$ 2,809.

A two-day workshop was held with professionals from the 'Fundación Hogar de Cristo' where 30 directors of kindergartens acquired skills to work with families with a gender and active fatherhood approach. This was coordinated by the Education & ECD Officer and had a cost of US\$ 2,317.

The manual 'Acercando la Familia a la Escuela – Manual para profesores jefes' (Bringing the Family Closer to School – Manual for Head Teachers) was reviewed together with teachers leaders from two educational institutions that have experience in the use of the material with focus on inclusion and gender approaches. The revised version will be published by the Ministry of Education in the first semester of 2016, reaching 8,457 educational institutions. This work was coordinated by the Education and ECD Officer and had a cost of US\$ 3,511.

Environmental Sustainability

The CO did not undertake programme activities related to environmental sustainability during the reporting period.

On the measures taken for the CO itself, the following could be noted:

- As a saving measure the CO has a policy of not using air-conditioning unless strictly necessary, reducing cost and carbon emissions.
- In terms of energy expenditure, the CO promoted staff to become aware about turning off the lights.
- Printing and paper waste were minimized while recycling and the use of digital technologies for the dissemination of materials were prioritised.
- Environmental sustainability was promoted internally by recycling traditional and electronic items. Obsolete electronic equipment was taken to a facility that specialises in the recycling of technological hardware. The service provider issues a certificate to inform the correctness of the disposal. In November, the CO commissioned the Information and Communication Technology (ICT) provider to re-evaluate the electronic equipment not in use with the possibility of re-furnishing some of the Child Protection Units (CPU's) marked for disposal. After the evaluation, 15 CPUs
- CPUs were refurbished for review through a PSB for donation to a school, completely with licensed software.

Effective Leadership

The Country Management Team (CMT) held nine meetings, where performance indicators were reviewed using VISION dashboards and other indicators taken from SAP (UNICEF electronic financial management system), such as monitoring the ceiling of contracts, open contracts, evaluations and related issues, as well as the preparation of the 2015 Regional PBR submission. Feedback was provided to the CMT on the progress of the 2014 audit recommendations. Systematic monitoring of these KPIs substantially contributed for the CO to comply with UNICEF's rules & regulations and policies.

Two Joint Consultation Committees (JCCs) were held and allowed the Management and the Staff Association board to address and agree on key staff issues such as mitigation strategy for affected staff due to Programme and Budget Review (PBR) decisions.

The Risk Control Self-Assessment (RCSA) for 2015 was undertaken in a participatory manner, and information was uploaded to the Enterprise Risk Management (ERM) Module in inSight. The Business Continuity Plan has been updated including the latest changes to the CO structure with three reviews in March, September and December. The AMP has also been updated.

CO migrated to LIGHT and was the pilot for the MERAKI project.

A Partnership Review Committee was established to review proposals for partnership agreements. The CO hired an external firm to perform micro-assessments on two Implementing Partners. The results will be reviewed by the Committee in 2016.

UNICEF Chile weakness in Operations was a challenge in 2015. Extended missions by the

LACRO and the Southern Cone Processing Centre helped improve the section and with establishing and documenting Standard Operation Procedures (SOPs) for the CO. It should be noted that in 2015 UNICEF Chile faced heavy workload processes to enter the Global Shared Service Centre (GSSC) in Budapest and in establishing the new organizational structure.

UNICEF Chile held regular Emergency Management Team meetings as part of its efforts to strengthen its programme and financial performance.

Financial Resources Management

As noted in the Effective Leadership section, since 2014 the CMT regularly monitored progress on management and financial implementation using VISION dashboards and indicators taken from SAP (i.e. monitoring the ceiling of contracts, open contracts, evaluations and relevant documentation).

As of December 2015, the Key Performance Indicators (KPIs) reviewed by the CMT included: Outstanding Direct Cash Transfers (DCTs) over six months old were zero; Regular Resource (RR) expenditure was 100 per cent; Other Resources Regular expenditure was 90 per cent; and ORE expenditure was 59 per cent.

Bank accounts were reconciled monthly, jointly with the Southern Cone Processing Centre. In October 2015, some functions were transferred to the GSSC. Prior to migrating to the GSSC, the account used for disbursement was successfully tested under the Bank Communication Management (BCM) Module in SAP.

Fund-raising and Donor Relations

Chile is a high-income country, and a member of Organization for Economic Cooperation and Development. As such, the country does not qualify as an Official Development Assistance recipient by most of UNICEF's traditional government donors. Hence, UNICEF Chile increasingly relies on the support of in-country private donors, as well as global and regional thematic funds. UNICEF Chile for the reporting period was fully funded. The CO also contributed to the organization's RR, and self-funded its in-country emergency response work.

On donor reporting, Programme Section and the CMT closely monitored the reporting timeframe and requirements as stipulated by the relevant (global and regional) thematic fund(s). The PFP Section, with the support of Communications Section, regularly updates its private donor base through information notes and messaging. The Sections also prepare periodic annual report, as well as additional information seeking the support of Chilean donors in case of major emergency situations worldwide.

In order to expand its in-country private donor base, UNICEF Chile undertook a thorough market research and analysis in 2014 that was instrumental for the development of a new PFP Strategic Plan (2015-2018) in 2015. The strategy aims at expanding the CO's individual donor base by diversifying the income channels. The focus on individual pledge donors is expected to provide the organization with flexible and predictable funding for the implementation of UNICEF's program in Chile, as well as providing increasing levels of RR to the organization.

Evaluation

In 2015 the CO established the Monitoring and Evaluation Officer post. This Officer, who came on board in May, was responsible for the preparation and management of the Implemented Monitoring and Evaluation Plan (IMEP), as well as the implementation and use of evaluations, among other functions.

In terms of Evaluation, UNICEF Chile and the Ministry of Social Development defined and initiated an evaluation on the current instruments that are used to measure Early Childhood Development (ECD). In 2016, the CO is planning to conduct an evaluation of models of intervention with children and adolescents subjects of special protection measures. The CO has worked in close consultation with LACRO in this regard.

UNICEF Chile participated in two evaluations at regional level in 2016:

- Evaluation of the action and humanitarian response.
- Participation in a multi-country evaluation of early childhood education

Efficiency Gains and Cost Savings

In 2015, UNICEF Chile achieved efficiency gains and cost savings as follows:

- To leverage UN resources, the CO initiated conversations with UNDP to use their services for recruitment processes as these are less costly than using head-hunters. Contact has been made to access ECLAC's extensive consultant rosters.
- The CO migrated to BCM. Tests were conducted successfully and completed by the GSSC in Budapest.
- The CO participated as a pilot country for the MERAKI. This technology is expected to reduce costs, compared to those of the Mission Control. The Meraki appliance has a full set of capabilities when it comes to traffic monitoring, at a much lower cost.
- The CO migrated to LIGHT in October 2015. Servers are no longer physically in the CO and are now located in the LIGHT Service Centre in Panama. The implementation of a cloud-based office automation had a positive impact by increasing work efficiency and reducing operative costs such as the use of Skype for Business.
- DonorPerfect was upgraded from the 2013 version to the latest version. Manual deletion was eliminated and an automated module was adopted in DonorPerfect to reduce the time of deletion from hours to seconds and minimizing errors.
- Scanning of documentation was maximized by using the capabilities of the copy machine and then eliminating the additional scanning equipment.

Supply Management

UNICEF Chile does not have a warehouse.

UNICEF Chile spent almost US\$ 1.3 million on the procurement of goods and services. Below is the breakdown by type of input, as of 31 December 2015 (information generated from VISION/SAP):

UNICEF Chile 2015	Value in US\$
Operational Supplies	122,976
Services	1,156,319
Total	1,279,295

Of the total value, 90 per cent went toward services and 10 per cent were utilized for operational supplies. The distribution indicates that the CO is focusing mostly on knowledge generation, capacity building, and technical assistance, and partly on procurement.

The CRC reviewed 12 cases in 2015, strengthening the risk analysis and oversight of the contracting process.

Security for Staff and Premises

In terms of Safety and Security, the CO was susceptible to illegal occupation by protest groups. Occupations are not always related to the work of UNICEF. However, some groups come to UNICEF office relating children to their claim. Other UN agencies and government buildings underwent illegal/forced entry, considered a method of social mobilization in the country. In this context, UNICEF Chile implemented the following measures in 2015: Continuously updated and improved security measures and protocols; permanent coordination with Designated Officer/UNDSS; and an updated BCP approved by the Representative and shared with all staff members.

In terms of Natural Disasters and Epidemics, Chile is susceptible to multiple categories and varieties of natural disasters such as earthquakes, volcanic eruptions, tsunamis and more. UNICEF Chile undertook a revised and improved security plan; and participated in a recent SIMEX to increase the CO capacity in emergency response, internally and in coordination with relevant partners. UNICEF Chile has a satellite station BEGAN used for communication purposes (using internet and telephone connectivity) and staff members can access from home all systems of the organisation. The CO participates in an Inter-Agency working group (UNETE) and Red Humanitarian.

The CO established an alternative mechanism to communicate among staff members during an emergency situation.

Human Resources

UNICEF Chile carried out 14 recruitment processes, nine fixed term posts and five temporary appointment posts. These recruitments considered competencies, technical experience, and gender equity within CO. The CO also completed 49 selection processes for consultants and eight individual contracts, in compliance with the established rules.

Following the publication of the results of the global staff survey, the Local Staff Association, Human Resources and the Representative agreed on a methodological proposal for improvement and shared it with the staff. A JCC was convened to discuss and agreed on follow-up steps to improve areas related to those indicators shown as critical for improving the working environment, create confidence and build a sense of belonging among staff members. Two JCC meetings were held during 2015.

As of 31 December 2015, two staff members were pending finalization of the 2014 Performance Appraisal System (PAS). Throughout the reporting year, several sessions were held with individual staff members on the PAS process, in particular for the newly recruited staff.

Learning and Training Committee developed a training plan for 2015-2016 based on the prevailing rules regarding staff development.

Staff members invested time on training, first on the mandatory trainings, such as the ethic course, basic and advanced security in the field, achieving 100 per cent completion. A professional development workshop was carried out in November 2015 with Taller de Vocerías.

Effective Use of Information and Communication Technology

The CO in 2015 is now part of the cloud-based LIGHT Project. This aims at eliminating the infrastructure of servers in order to reduce costs and risks. The LIGHT Centre is hosted by the LACRO and has a dedicated and structured Datacentre. It is oriented towards using the Cloud technology and incorporating applications such as OneDrive and Sharepoint.

The Meraki System was piloted in the CO. The pilot was to test the new firewall in order to replace the Mission Control provider (Open Systems), as well as to reduce cost associated with connectivity.

Skype for Business was implemented to reduce telephone costs and to maximize the use of tools to communicate with other offices and colleagues. Following UNICEF standards in computer equipment, the CO installed Windows 8.1 in all its stations and laptops. An investment was made changing desktops to laptops in order to promote mobility and to keep business continuity. Printers were maximized by implementing scanning functions with a direct short message transport protocol mail server to users. To improve connectivity throughout the CO two new WiFi access points were installed, reducing the costs of mobile data usage.

Donor Perfect is now being used through Citrix to reduce its vulnerability, it is hosted through the Datacentre in Panama. This also helped to comply with audit recommendations.

The Bandwidth was upgraded with our primary ISP "Claro Chile" from a rate of 1: 4 to 1: 1.

Regarding social networks, Facebook traffic increased from 4,123 new followers in 2014, to 21,503 in 2015. In Twitter, with the beginning of the measurement (January 1), the growth of new followers @UnicefChile was 3,532 surpassing the 2014 figures of 2,931.

Programme Components from Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By 2016, children and adolescents enjoy higher levels of social inclusion, have better development opportunities, gain access to quality services and have their opinions heard, thereby helping to reduce the gap between the poorest 20 per cent of the population and the wealthiest 20 per cent.

Analytical Statement of Progress:

During 2015, the CO provided technical assistance to the Government to help reduce inequality and improve opportunities for the development of the most disadvantaged children and to align policies and programmes to the principles and standards set in the Convention on the Rights of the Child and in other international human rights instruments ratified by Chile.

Considering the on-going reform processes related to children, the CO focused its efforts on strengthening Government capacity by generating evidence and developing relevant methodologies based on child rights. The CO also strengthened programs addressed to children, highlighting the role that they have in generating opportunities to inclusion of the most

vulnerable.

The CO has been working actively on the following four areas for the inclusion of all children in the education system: a) inter-cultural education, b) back-to-school strategy, c) family-school relationship and d) civic education /participation. In each component, information and evidence was gathered and discussed with the Ministry of Education to contribute to the design of the educational policies. The result of this work is a back-to-school policy (still in progress), and a new family-school relationship policy (still in progress). The inter-cultural education component was focused as inter-cultural education for all, to be implemented in 2016.

To help reduce inequality from the beginning of a child's life, the CO worked on strengthening the social protection subsystem 'Chile Crece Contigo' (Chile Grows with You) incorporating an intercultural approach in all information given to families.

To support the creation of the Vice Ministry of Childhood within the Ministry of Social Development, the CO provided technical assistance to align the public policy to the standards of the Convention on the Rights of the Child (CRC), and a five-stage methodology was defined for 2016.

OUTPUT 1 In 2016, the country will have systems for monitoring the situation of children, and for the evaluation of childhood and adolescence policies and services that incorporate the rights approach under international CRC and CEDAW standards, ensuring that public services provide development opportunities for children and adolescents.

Analytical Statement of Progress:

In 2015, the CO reinforced its partnership with relevant government entities so that the overall government capacity to monitor the situation of children was strengthened, providing technical assistance to support national data-gathering processes related to children. The CO focused on three strategies:

- Support identifying information gaps related to children.
- Provide technical assistance to develop a child rights monitoring system with appropriate indicators.
- Provide technical assistance to implement appropriate indicators to review the social protection programmes according to child rights standards.

The CO and the Ministry of Social Development began a child-rights monitoring system based on international comparable indicators with national and local desegregation data. Two indicators are finalized: education and health. Both will be published in the first quarter of 2016.

With the support of LACRO, UNICEF Chile presented the MICS methodology to a committee of government experts. The purpose was to encourage use of modules developed by the MICS survey as a guide to monitor the situation of children. The CO made available the MICS modules to the National Council of Childhood (Ministry General Secretariat of Presidency) and Social Observatory (Ministry of Social Development). This was part of the CO strategy to reduce information gaps on children data.

The CO conducted a study with the support of H&M Conscious Foundation and UNICEF New York to collaborate with the Government of Chile in strengthening of ECD policies. The study

systematizes national and international scientific evidence of the impact of policies in child rights and development. The study is expected to increase awareness on the importance of well-funded evidence-based ECD policies of political authorities and the public at large.

OUTPUT 2 In 2016, 20 per cent of services attending childhood and adolescence have models and/or protocols that ensure quality attention with emphasis on children and adolescents from the first quintile.

Analytical Statement of Progress:

During 2015, UNICEF Chile provided technical assistance to government institutions to encourage the inclusion of the intercultural approach based on the CRC.

Under the cooperation agreement with 'Servicio Nacional de Menores'/SENAME (National Service of Children) the CO developed and shared methodologies with all the technical supervisors of childhood programmes in the Araucanía Region. These methodologies were developed as a guide to measure the level of intercultural inclusion. This strategy was also shared with all directive professional of JUNJI that work in intercultural programs addressing children under 6 years of age.

The CO continues to support the training model on intercultural approach in undergraduate programs in the Catholic University of Temuco. A work plan based on the following four areas was established: institutionalization, student training, training for community service and teacher training.

The CO participated in a technical committee addressed by the National Council of Childhood to provide technical support in the drafting of a national childhood policy and to ensure the suitable incorporation of the intercultural approach based on the CRC.

OUTCOME 2 By 2016, children and adolescents grow up in a culture of tolerance and acceptance of diversity (ethnic, gender, sexual, disability) in Chilean society

Analytical Statement of Progress:

To promote tolerance and acceptance of diversity, the CO focused in three strategies during 2015:

- Provided technical assistance to the Government to include the main principles related with non-discrimination and diversity in a draft document for the National Policy for Children.
- Evidence on the situation of disadvantage children was produced.
- Communication campaigns that promoted a more inclusive and culture tolerant society.

The CO worked with the National Childhood Council to reinforced guarantees to protect and recognize children right in the National Policy for Children, particularly, of indigenous, migrant, LGBTI and children with disabilities, in order to promote their inclusion.

On migrant and indigenous children situation the CO identified gaps in their life conditions and provided information related to child rights standards. This has supported the CO contribution to the National Policy of children and the draft law on migrant.

A campaign 'América nos une. No seas la diferencia' (America brings us together. Don't you

make the difference) was part of an agreement signed between UNICEF and CONMEBOL for the Copa America held in Chile in 2015. The CO together with its counterpart, the NGO Futbol Mas, implemented this campaign that consisted in a green card placed in each of the 45,000 seats of the stadium when the Chile team played. The green card was raised when the national anthem of the guest country was sang, keeping the public silent. This campaign promoted social inclusion and non-discrimination of migrant children, contributing to a cultural change through the passion generated by football.

The authorities will continue this campaign during the qualifying games that will be held in Chile for the 2018 World Cup in Russia.

OUTPUT 1 By 2016 adolescents participate in the development of sector policies and programmes with a gender perspective on issues that affect them in their municipalities.

Analytical Statement of Progress:

In order to hear the opinion of children and adolescents on issues that directly affect them, the CO implemented the “U-report Program”, as a pilot project, together with the Ministry of Health and the National Youth Institute. This pilot project has two main objectives: to promote children and adolescents participation and strengthen the skills of young people to advocate for their rights. Both objectives will contribute to build a culture of tolerance and acceptance creating awareness in children and adolescents as well as in counterparts.

OUTPUT 2 By 2016, 10 per cent of each type of communications media in Chile (radio, television and written press) deals with child and adolescent issues from a rights and gender perspective.

Analytical Statement of Progress:

During 2015, the CO distributed to the media the study "Guidelines for the participation of children and adolescents in the communication media", prepared with the National Television Council for a better managing of children’s issues.

The CO implemented an internal monitoring system of press releases that addressed issues related to children and adolescents throughout the year.

The CO identified an organization that will elaborate the study of press coverage by 2016.

OUTPUT 3 By 2016, 30 per cent of firms that implement corporate social responsibility (CRS) programs targeting children and adolescents, adopt the rights and gender perspective.

Analytical Statement of Progress:

The CO finished an auto diagnosis document to encourage the inclusion of child rights in the business principles of companies that have Corporate Social Responsibility programs. This document is to be used by companies to assess their current situation regarding child rights, and to continue sharing good practices of the importance of private social investment in early childhood. The document will be available for companies as part of the programme ‘Unidos por la Infancia’.

During the emergency situation, the 8.4 earthquake and tsunami in Coquimbo Region, the CO worked together with a business group.

The CO participated in the regional study on food labelling, a very useful experience to develop a model of private public work.

OUTCOME 3 By 2016, children and adolescents have a comprehensive institutional framework for the protection of their rights, in accordance with the Convention on the Rights of the Child (CRC).

Analytical Statement of Progress:

During 2015, to support the Government develop a suitable framework to protect child right in Chile, the CO focused its efforts in three substantive process:

The CO provided technical assistance to the National Council for Children and to the Ministry of Social Development in the preparation of the draft Law of Guarantee Rights, suggesting the incorporation of the Ombudsperson for Children and other principles based on child rights.

In the National Congress the CO expressed the need to adjust the laws, institutions and public policies to international standards, based on the Convention on the Rights of the Child. The CO emphasized that the new framework had to meet minimum requirements, such as priority funding, modern institutions and monitoring mechanisms to assess systems operations.

To strengthen government capacity to carry out the reforms announced on childhood, the CO developed studies and research to produce evidence to support the recommendations to the draft laws on childhood: the draft Law of Guarantee Rights, the draft Law that created a system of videotaped interviews to children victims and witnesses of sexual crimes, the draft Law that punishes violence against children in different contexts to domestic violence, and the draft on migration law. Sessions were organized by the CO and the National Congress to discuss these draft laws.

The CO worked with the Ministry of Interior to advocate for the creation of a Migration National Policy to protect child rights.

The CO has participated in technical commissions to create the new Vice Ministry for Children, new services for the Special Protection and Juvenile Justice, and to consolidate the system of supervision of adolescents' in jail or private of liberty, to strengthen the creation of a comprehensive protection system under which laws and policies for children will be implemented.

OUTPUT 1 By 2016, the rights of children and adolescents deprived of their family environment, those deprived of their freedom, non- nationals, and those who are victims of violence, are monitored through integrated statistical and supervision systems

Analytical Statement of Progress:

During the last three years, the CO has supported the creation of the Unified Criminal Data Bank (BUD) in order to have an integrated system to monitor the crimes committed by adolescents. In 2015, this system has been consolidate but currently does not allow adequate measurement with focus on adolescents in conflict with the law.

In relation to the supervision of children deprived of their family environment, during 2015 the CO made significant efforts to consolidate the existing system. To do this, UNICEF supported the Ministry of Justice in developing the System Assurance Quality of Residences (ASCAR) in order to have a suitable monitoring system of children in residences. The CO participated in the

reviewing of instruments and mechanisms to identify standards and to determinate the relation with the Convention on the Rights of the Child. Currently, the CO is working on the validation of this system and the further development of supervision handbooks in a child rights focus context.

The monitoring of juvenile detention centres was consolidated by the Government. The On-line Platform CISC-RPA is fully managed and financed by the Ministry of Justice, which has allowed progress in improving the life conditions of adolescents in jail or imprisoned.

OUTPUT 2 In 2016, Chile has an institutional framework for the protection of children based on a legal framework, protocols, and regulations aligned with those of the CRC; and it implements mechanisms and procedures that ensure comprehensive protection for the rights of children and adolescents.

Analytical Statement of Progress:

During 2014, the Government Ministry of Social Development and the National Council for Children announced a legislative agenda for childhood. The reforms are the pillar of a new comprehensive protection system to protect the child rights that consolidate the approach based on universality of child rights.

During 2015, UNICEF provided technical assistance to the Government in the following process:

The draft Law of Guarantee of Rights: This act provides a “legal framework” that recognizes children as autonomous subjects of rights, similar to the Convention on the Rights of the Child.

The draft Law that creates the Vice-Ministry for Children: This Vice-Ministry will be in charge of implementing the actions determined by the Council of Ministers in all areas related to childhood.

The draft Law that creates the Ombudsperson for Children: This law creates an autonomous institution (in compliance with the statement from the Committee of the Rights of the Child in GC N° 2) to promote and defend child and adolescent rights with advocacy.

The draft Law that creates the Protection National Service: This amendment establishes a specialized service able to provide treatment for cases of child rights violations (abuse, neglect, abandonment, negligence and children in institutional protection services).

The draft Law that creates the Juvenile Justice Service: This amendment creates a service dependent on the Ministry of Justice to supervise proper implementation of the Adolescent Criminal Responsibility Act and the Convention on the Rights of the Child.

The CO published four studies to contribute to the creation of these laws following the standards of the Convention on the Rights of the Child (Study on Ombudsperson for Children; Study about changes in the Protection System Special; Study about reinforced guarantees system; Study about main elements of Integral Protection System). The CO participated in technical committees headed by the Ministry of Justice, Ministry of Social Development and by the National Council of Childhood.

In December 2015, the draft Law of Guarantees Rights was approved at the first stage and the Government announced the introduction of amendments to improve the articles.

