Chile has enjoyed sustained economic growth since the 1990s (3.8 per cent annual average GDP per capita between 1990 and 2013). However, strong inequalities remain, as reflected by a Gini coefficient above 0.5 between 1990 and 2011. The country has also made substantial progress in guaranteeing child rights. Yet, significant equity gaps still persist between the poorest and richest quintiles of the population. In this context, UNICEF Chile’s efforts under the current Country Programme (2012-2016) have focused on providing support to the country for advancing in the area of social inclusion and diminishing the equity gap affecting children in Chile.

In 2014, a new Government took office with a commitment to develop an integral legal framework based on the CRC, and a corresponding policy and plan of action (2015-2025). By signing the MTR in July 2014, the Government and UNICEF reaffirmed and further aligned their priorities to reduce the equity gap, as outlined in the Country Programme Document (CPD). In 2014, UNICEF Chile was able to make timely and strategic use of the considerable work undertaken in previous years, particularly in the areas of Early Childhood Development (ECD), education, protection, child participation and innovation. UNICEF Chile also started transferring to the Government methodologies and models that had been tested at local levels so that they could be systematically scaled-up at the national level. In so doing, UNICEF Chile maintained and expanded its partnership with the Government. These partnerships were undertaken taking into consideration the agreed priorities in the CPD, and with the aim of providing support to the Government in a series of legislative and institutional reforms that are envisaged to be implemented between 2014 and 2017. Examples of key partnerships during the reporting period included:

• Through a new partnership with the General Secretariat of the Presidency, UNICEF Chile is supporting the Government to safeguard that CRC principles are reflected in the new Constitution. UNICEF Chile also provided assistance in developing a participatory process to include the voice of children in the national debate that would ensue.
• UNICEF Chile provided support to the newly established National Council of Childhood (NCC) in its efforts to include a child rights perspective to the national law guaranteeing children’s rights, to its related policies and to a 10-year national action plan, all of which were under development by the Council by end-2014.
• UNICEF Chile agreed to assist the Ministry of Social Development in strengthening its capacity to monitor national policies and social programmes that affect life-cycle development of children, with particular attention to gender, sexual diversity, disabilities, migration and inter-culturally.
• UNICEF Chile established a new partnership with the Ministry of Interior to address excessive police violence against children, in particular indigenous children.
• Through a new partnership with the Ministry of Culture, UNICEF Chile is supporting the development of innovation centres countrywide. During the reporting period, UNICEF Chile also advocated for the establishment of a solid and integrated monitoring and evaluation system within the Government. To this end, UNICEF Chile initiated a working agreement with the National Institute of Statistics (INE) and the NCC to assess the feasibility of implementing a
Multiple Indicator Cluster Survey (MICS) in the country. Additionally, UNICEF Chile was invited to assist with the upcoming National Survey on Disability.

UNICEF Chile and the Government also initiated discussions to better identify, monitor progress and evaluate the investment made in children in Chile, in close coordination with UNICEF’s Regional Office for Latin America and the Caribbean (LACRO).

The reporting year was also marked by changes and adjustment made internally within UNICEF Chile. With the goal of being more fit for purpose and to better undertake the work as stipulated in the CPD, UNICEF Chile carried out an internal assessment of its current structure. At the same time, it underwent an audit process during 2014 that is expected to further strengthen its performance and financial monitoring mechanisms. Chile is currently carrying out a social consensus-building process in relation to the numerous legal and policy reforms planned for the coming years. In close collaboration with civil society, academic and private sector partners, UNICEF Chile will continue providing support for the country’s efforts to achieve greater social inclusion and equitable growth, so that all children in Chile benefit from the fruits of this process.

Humanitarian Assistance

Chile’s Ministry of the Interior and Public Security established an emergency response infrastructure that operates through its National Emergency Office and coordinates all Government actions related to natural disasters or human-generated catastrophes. In this national context, UNICEF Chile’s emergency response support in 2014 was focused on the protection needs of children and adolescents. In addition, UNICEF Chile generated innovative solutions to emergency situations worldwide.

UNICEF Chile provided humanitarian assistance during two emergencies in Chile during the year, both in April 2014. An earthquake of 8.2 magnitude affected the Tarapacá Region, and a massive fire in the Valparaíso Region. In response to a request by the NCC, UNICEF Chile coordinated capacity-building efforts in the area of psychosocial care though 42 workshops. These efforts helped to bolster the skills of educators and other professionals working directly with children. Based on the positive feedback at the time of the 2010 earthquake in Chile, UNICEF also provided nine “ludotecas” (mobile libraries), delivering a kid-safe space with games, books and activities that reinforced a holistic development approach. These structures were installed in education and community centres in the fire affected zones in Valparaíso. During both emergency situations, the national institutions involved in the large-scale response positively evaluated the assistance provided by UNICEF Chile and its contribution to the more comprehensive efforts carried out during the response period.

During 2014 UNICEF Chile also generated solutions to emergency situations by leading the Global Innovation Challenge, ‘First 72 Hours’, in partnership with the regional Social Innovation Centre - Socialab. The challenge engaged participants worldwide who submitted a total of 284 projects. In the second half of 2014, UNICEF Chile shared the challenge methodology with the innovation units in NYHQ and San Francisco. In so doing it made a positive contribution to the design of a Global Academic Challenge focused on resolving digital access and equity problems; as well as to planning for a global challenge with private-sector partners, which is scheduled to take place in 2015.

Equity Case Study

Chile enjoyed sustained economic growth since returning to democracy (3.8 percent annual average GDP per capita between 1990 and 2013). However, strong inequalities remain, as
reflected by a Gini coefficient above 0.5 between 1990 and 2011. Furthermore, using tax data for 2010, it has been estimated that 1 per cent of the wealthiest households capture 21 per cent of total income (excluding capital gains: 30.5 per cent if an estimate of the latter is included). In this national context, and following the announcement of the organisation’s re-focus on equity, UNICEF Chile has concentrated its efforts on reducing inequity and social exclusion and removing barriers to children and adolescent rights. Key efforts during the reporting period included:

- Building consensus for a diagnosis of the magnitude, causes and consequences of social segregation in education, which translates into differentiated learning opportunities for different groups, and a perception of unfairness among children, adolescents and parents of lower income households. At the same time, further work documented effective school practices that achieved high results while working with mixed or vulnerable student populations, and reflected the institutional reforms required for an effective enforcement of children’s rights in education.


- Raising awareness about child maltreatment, abuse, and the harmful consequences of these episodes in children’s development, while helping the Government to build better prevention and restitution policies, including better mechanisms to prevent violence by law enforcement forces, especially in indigenous areas.

UNICEF Chile’s strategy relied on a combination of UNICEF-sponsored research, public debate, surveys of children and adolescents voicing their rights, strengthening the voice of student organisations, mass media communications and policy advocacy. This work has influenced public opinion and the perception of political actors and civil society organisations.

The above-mentioned efforts by UNICEF Chile are aligned with the Government’s current priorities. For her second administration (2014-2018), President Bachelet set three pro-equity reforms as key legislative priorities. The first, a tax reform, was the first major reform enacted by the new Government. The changes will take place gradually and are expected to increase tax revenues by 3.02 per cent of GDP (US$8.2 million) when fully implemented in 2018. It is expected that at least half of these resources would be used for education. The other two major legislative initiatives are new regulations for primary and secondary education, and a constitutional reform, scheduled for 2015. Furthermore, the first administrative act of President Bachelet was to establish the National Council of Childhood (NCC), in charge of proposing new legislation, policies and a ten-year national plan aligned with the CRC. The current legislative discussion on education was undertaken in the context of this national strategy, which also represents the fruit of UNICEF’s efforts in the last decade.

While Chile has made progress regarding access to schooling, educational quality is unevenly distributed and socioeconomic segregation is one of the most marked among countries participating in the Programme for International Student Assessment. This segregation is the result of a combination of unregulated land and housing markets, reinforced by an unregulated school voucher established in 1981. Municipal and private voucher schools received the same subsidy per student and were expected to compete on the basis of educational quality and other
family preferences. As a result, “skimming” began to occur: state-funded schools selected students on the basis of actual or potential academic achievement, highly correlated with socioeconomic status. In 1993, the possibility of contributions by families was extended in private and municipal secondary schools. This further restricted the options available to low-income households and fostered incentives favouring higher-income families. Several adjustments to the voucher system were enacted during Bachelet’s first presidential term: selection by schools was forbidden in preschool and primary education, a quality assurance system and a means-tested voucher were introduced, and compulsory education was extended to 13 years (kindergarten through 12). The new Government discussed during 2014 a legislative initiative that took into consideration key recommendations voiced by UNICEF since 2011:

- End of selectivity: This is important because many schools are still selecting students or parents, despite prohibitions. The more controversial issue of selection on academic merit in secondary education is also being considered.

- End of student fees: The legislation considers its gradual replacement by increases in the value of the voucher.

UNICEF was the first organisation to argue in favour of ending selectivity and student fees in the school system suggesting they jeopardised the right of children to enjoy a similar educational experience, with similar resources and opportunities, and benefits for all – especially the most disadvantaged – of socially integrated schools. UNICEF’s persistence over the last five years and a multifaceted strategy were essential to achieve cultural, political and institutional change. All three are changes that required time to mature and deliver: 1) a cultural/political climate that continues to encourage legislative changes that support child rights; 2) legislative changes and implementation that can further modify cultural, social and political beliefs and outcomes; and 3) an adequate implementation strategy, which is fundamental to continuing this virtuous cycle.

To further advance the rights of children and adolescents in the area of education, UNICEF Chile will continue working with the Government to safeguard quality and integral education in the relevant legal framework. It will also support Government efforts to improve the social protection system that affects children (both directly and indirectly). Furthermore, UNICEF Chile highlights the importance of monitoring and evaluating the progress made in advances toward an integral and quality public education system, respectful of the intercultural background of its students.

**Summary Notes and Acronyms**

- ACLL - Adolescent Criminal Liability Law
- CASEN - National Household Survey
- ChCC - Chile Grows With You (Chile Crece Contigo)
- CMT - Country Management Team
- CP - Country Programme
- CPD - Country Programme Document
- CPMP - Country Programme Management Plan
- CRC - Convention on the Rights of the Child
- CSO - Civil society organisation
- C&A - Children and adolescents
- ECD - Early childhood development
- ECLAC - Economic Commission for Latin America and the Caribbean
- F2F - Face to Face
During 2014, government institutions experienced changes in staff at both the national and regional levels. As UNICEF Chile established ties to members of the new administration, it was pertinent to reaffirm its commitment to build the capacity of public servants to provide child- and adolescent- (C&A) friendly services based on proven and innovative interventions. During this period, UNICEF Chile:

- Partnered with LACRO, UNICEF Panama and Universidad Diego Portales (Diego Portales U.) to strengthen the capacity of legal institutions region-wide. Partners replicated the annual course on 'Jurisdictional Protection of Children’s Rights' to 103 prosecutors, judges, defenders and lawyers from 12 Latin American countries.

- Provided on-going support to the State to include the perspective of C&A rights in multiple surveys and information processing systems. UNICEF Chile provided regional experiences and technical assistance to public institutions. UNICEF signed an agreement to continue providing support to the Ministry of Social Development (MINDES) through 2016.

- Agreed to support the Ministry of the Interior in developing a comprehensive strategy for the inclusion of C&A and indigenous peoples’ rights in the training curricula of police personnel. The aim of this partnership is to fully align police procedures with rights of C&A and avoid the use of excessive force and violence against them.
• Helped Government and municipalities incorporate adolescent participation practices to continue building the capacity of public officers to engage young people. UNICEF Chile worked with the Ministry of Health (MINSAL), National Minors’ Service (SENAME) and National Youth Institute (INJUV) and three municipalities, and trained 271 professionals to become youth allies. This training was based on a model for empowering C&A to advocate for their own rights at the local, regional and national levels.

• Helped improve initial education with ‘Chile Crece Contigo’ by developing a training method and guide for professionals to engage men in family care in the 60 kindergartens of the civil society group, Hogar de Cristo/Christ Foundation. The guide was distributed to educational centres nation-wide.

• Piloted a local programme to prevent child abuse nationwide that reached 1,138 children in 11 kindergartens in the Peñalolen Municipality by training 176 teachers to detect abuse and be first-responders, using CDN-based protection protocols.

Evidence Generation, Policy Dialogue and Advocacy

To foster social inclusion and diminish the existing equity gap, UNICEF Chile continued to provide technical assistance, country-specific evidence and CRC recommendations pertinent to government institutions. In particular, UNICEF Chile assisted the newly formed NCC to incorporate a child-rights perspective to draft plans for an Ombudsperson for Children (NLGCR). Key actions in this area included:

• Support to the NCC in its formulation of a NLGCR, related policies and a national plan of action:
  -Prepared evidence-based research to provide comparative legal and policy analysis on best practices in the design of a universal system of rights for C&A, creation of an ombudsperson position, and establishment of a regulatory system of special protection for serious violation of C&A rights.
  -Co-managed a working group, with the NCC, to foster an integral response to abuse cases – including prevention and victim reparation – with MINDES, MINSAL, MINJU, SENAME and the National Service for Women (SERNAM).
  -Provided recommendations on the prevention of child labour and on the full inclusion of inter-cultural principles into child rights framework.
  -Undertook a comparative analysis of participation mechanisms in Chile and the LAC region to bolster policy recommendations based on articles 12, 13 and 15. (Launch planned for 2015).

• Provided advice to the National Committee to Prevent and End Child Labour, a body comprised of all major Government, private and civil society institutions, during the process of designing its 2015-2025 National Plan.
  -Provided recommendations, presented in committee, and actively worked with partners promoting the plan be approved with a child-rights and gender perspective.

• Provided expert advice on draft legal projects in the Chamber of Deputies, including:
  -Education Commission: to regulate the admission of students, eliminate shared financing, and prohibit profit in educational institutions receiving public funds.
  -Constitutional Law Commission: to uphold the rights of C&A in domestic partnership situations.

• Supported institutions related to ECD to incorporate evaluation standards in their 2015 programme development.
Cost-effectiveness analysis and impact evaluation will be part of the national scaling process of Chile Crece Contigo (ChCC).
MINSAL will improve instruments to measure ECD as a central strategy for monitoring child growth.

**Partnerships**

In 2014, UNICEF Chile quickly developed ties to members of the newly elected administration, and continued to diversify its partnerships to better reach the goals of the CPD and promote equity, social inclusion, participation, intercultural education and the rights of migrant C&As. These efforts resulted in new partnerships, allowing C&A to voice their opinions in the design of the NLGRC and obtaining a commitment from key private partners to develop an actionable plan for C&A. Key actions in this area included:

- Advocating and providing technical assistance to build the capacity of Government partners to develop transparent and responsive participation mechanisms for C&A:
  - Built an alliance with the National Secretary of the Presidency and MINEDUC to include C&A in the debate to craft the new Constitution of the Republic (2014-2017)
  - Supported UNDP and NCC through a partnership with MINEDUC and civil society to incorporate the perspective of C&A in NCC’s process to draft the NLGRC
  - Provided support to the Ministry of Culture to develop participation methods to fulfil a presidential commitment (2014-2017) and promote Chile’s first culture and innovation centres for persons 7-to-19 years of age.

- Continued to support Catholic University-Temuco’s strategy to scale-up its intercultural educational programme nationally, as part of long-standing efforts to improve the situation of indigenous children in the Araucanía Region (south)
  - Co-published the first university-level teaching guide and handbook for professional training focused on indigenous C&A rights, a product of academic and applied programmes carried out in previous years.

- Uniting with private partners to promote child and adolescent rights:
  - Signed partnership agreements with the Cartoon Network’s Santiago Marathon and the South American Football Confederation (CONMEBOL’s) Copa America with the aims of first, engaging families in the work of UNICEF Chile and second, reaching all countries in the region with messages about the needs and rights of C&A
  - Coordinated actions with NCC and Integra Foundation, and reached agreement with 15 private companies to begin developing a long-term work plan to support the rights of C&A.

**External Communication and Public Advocacy**

In 2014, UNICEF Chile continued to use communications to strengthen advocacy efforts and to engage citizens in local and global campaigns. CRC@25 proved an opportunity to highlight national efforts, while social media strategies linked to programme and PFP goals expanded UNICEF Chile’s reach to new populations. Key actions in this area included:

- Coordination of global/regional efforts and local actions:
  - Distribution of ‘We, 25 Leaders’ motivated the Office of the President to address national challenges affecting children and adolescents, particularly those of indigenous descent
  - An event led by Chile’s President and social policy ministries celebrated the 24th anniversary of Chile’s ratification of the CRC.
• Maintained discussion of child rights at the forefront of national issues
  -A total of 541 TV, magazine, newspaper and radio appearances accentuated key issues; especially, the Gaza Conflict, First 72 Hours Challenge, Results of Report Card 12, Champions for Children, and a joint statement (with the National Human Rights Institute) about the rights of indigenous children in the Araucanía Region (south)
  -A total of 275,118 persons visited UNICEF Chile’s website, the majority of whom were aged 18-34 years, the “Milleniel” age group, representing a 10 per cent increase from 2013.
  -A total of 2,132,830 visitors reviewed UNICEF’s Facebook page, and the fan base increased by more than 100 per cent, with 4,123 new supporters, the majority 15-to-34 years of age.
  -Twitter engagement experienced a 30 per cent increase, reaching 13,000 followers.

• Responded to human rights violations against indigenous children and adolescents
  -Partnered with the National Institute of Human Rights to keep the mass media informed about child rights violations
  -Maintained local indigenous communities informed about CRC rights and standards through local networks of Government and CSO partners.

**South-South Cooperation and Triangular Cooperation**

In 2014, South-South cooperation proved a relevant strategy to export lessons learned by Chile in addressing disparities in social, education and health services. Key actions in this area included:

• In coordination with UNICEF El Salvador, UNICEF Chile hosted a delegation of the Salvadoran Government to share Chile’s strategy for an integral system of ECD and organised meetings with MINDES and MINSAL. In 2015, Chile will assist El Salvador in implementing components of this ECD programme.

• In response to a request by the Inter-American Development Bank, UNICEF Chile shared its experience on inclusion in education with the Ministry of Education of Paraguay, in tandem with the Ministry of Education in Chile, and agreed to collaborate in future endeavours between the two countries.

**Identification Promotion of Innovation**

During 2014, UNICEF Chile worked hand-in-hand with NYHQ to pilot global projects and help advance children’s and adolescents’ rights in the country and beyond. It also provided support to LACRO, and continued its long-standing practice of employing innovative approaches to address persistent problems affecting C&A in the country. Key actions in this area included:

• Providing assistance to Government to protect adolescents in conflict with the law
  -Supported the development the first national Integrated Statistical System to protect personal data of young offenders and better coordinate services aimed at them, in tandem with the National Prosecutor’s Office, MINJU, and the services dependent on them
  -Established the first nationally integrated on-line system that geo-references and monitors supervisory reports pertaining to standards and conditions in juvenile detention centres, and fully integrated it into MINJU

• Supporting NYHQ by piloting and assisting in scalable project
  -Engaged 75,000 Millenniels and middle-class attendees in an international festival on social innovation by highlighting the right to education, including communications and face-to-face efforts, as well as an ‘Activate Talk’ on participation
-Began the piloting process of UReport-Chile, in tandem with UNICEF’s Global Innovation Centre, Chile’s MINSAL and the National Youth Institute, to promote real-time data gathering and transparent participatory mechanisms for young people
-Worked closely with the Division of Data, Research and Policy to improve methodologies to design, share and implement UNICEF public policy strategies nationally
-Coordinated global challenge and generated 284 solutions to address emergencies. Participated in a university challenge to close digital access gaps, in partnership with the Innovation Centre of Chile’s Catholic University.

• Continued to support MINSAL in the expansion of its on- and off-line capacity building strategy
-Reached 34 per cent of all health centres in Chile and trained at least one professional to address abuse cases, with special focus on reaching rural areas and remote clinics.

**Support to Integration and cross-sectoral linkages**

During 2014, to continue to foster an integrated system of protection, UNICEF Chile worked with multiple Government institutions emphasising the need for CRC-based indicators, protocols and monitoring systems for the protection of children and adolescents. (See also: Partnerships Section.) Key actions in this area included:

• Working closely with the Solidarity and Social Investment Fund (FOSIS):
-Helped to generate a protocol for cases of domestic violence and child abuse for use by FOSIS professionals.
-Provided the knowledge base for incorporation of the life-cycle perspective, as part of social protection programme offerings available through the Government

• Supported the NCC by participating in various thematic discussions:
-Offered recommendations in the areas of indigenous children, violence prevention, and sexual abuse, and aided in the development of C&A participation methods for citizen dialogues carried out countrywide

• Provided help to the Executive Branch:
-Documented experiences to promote CRC-based legal reforms in the design of bills being discussed during 2014 and the first half of 2015. The goal was to augment advocacy work with other actors to influence the NLGRC, a criminal law aimed at establishing services for adolescent offenders, an act establishing a ‘rights protection service’, and a law reforming the penal system for adolescents.

• Supported strengthening of data systems for long-term monitoring and evaluation.
-During 2014, built partnerships with the NCC, INE, MINDES, MINJU, the National Disabilities Programme and Chile Crece Contigo to improve existing mechanisms and create new instruments to gather information on the welfare of children and adolescents and monitor the advancement of their rights and quality of life.

• Assistance to MINSAL:
-To extend the protection system for children aged zero-to-eight, UNICEF Chile worked closely with the Government and provided input based on UNICEF’s global experiences and analysis to the Ministries of Social Development and Health.

**Service Delivery**

During 2014, no actions were carried out in this area of work by UNICEF Chile.
Human Rights-Based Approach to Cooperation

During 2014, UNICEF Chile continued to integrate human rights principles into its programme by generating evidence-based research and recommendations and focusing on the most vulnerable C&A. These efforts were made by working closely with Government partners and by supporting community-based participation processes to strengthen their policies, capacity and programmes affecting children. Selected actions in this area included:

• Providing on-going support to the NCC in the drafting of the NLGRC, related policies, the creation of an ombudsperson and a national plan based on child rights

• Partnering with MINDES to address the needs of the most vulnerable children
  - Signed a cooperation agreement to strengthen national policy and social programmes that affect the welfare of C&A during 2015-2016. Specifically, UNICEF Chile would continue to provide expert advice focused on life-cycle development and matters related to gender, sexual diversity, disabilities, immigration, multiculturalism and C&A living in poverty.

• Contributing to national, regional and global efforts to address the rights of lesbian, gay, bisexual, trans-gender and intersex (LGBTI) children and adolescents
  - Provided expert advice in the Chamber of Deputies, Constitutional Law Commission to uphold the rights of C&A of adults in domestic partnership situations
  - Commissioned a study to identify specific violations of rights of LGBTI C&A and to promote a protection system for this group in the larger scope of the draft NLGRC
  - Actively participated in the NYHQ discussion of a global position paper on ending discrimination against children and families based on sexual orientation and gender identity

• Strategically advocated on child rights-related issues with different stakeholders, particularly in relation to ongoing legal reforms affecting C&A in Chile
  - Elaborated a Confidential Report to the CRC Committee, including follow-up on previous suggestions and proposals for future recommendations

• Advocating for the ratification of the CRC Committee’s Third Optional Protocol
  - Offered content, legal arguments and coordinated civil society action for the ratification, by Chile’s National Congress, of the third facultative protocol of the CRC that pertains to the system of individual and collective complaints to the CRC Committee
  - Co-organised a seminar with OHCHR to inform CSOs working with C&A, centres of excellence and Government officials about the Third Optional Protocol.

Gender Mainstreaming and Equality

UNICEF Chile has an established practice of mainstreaming gender in policy and programme goals related to the Gender Action Plan 2014-2017. Key actions in this area included:

• Providing support to MINJU to address the needs of detained girls and women
  - Added explicit gender variables to the reporting process of 32 Inter-Institutional Commission (CISC) nationwide to discern the needs and violations of the rights of adolescent girls in detention centres
  - Developed and promoted the results and recommendations of the study, Compilation of Psychosocial Interventions for Children of Detained Mothers, to address the needs of children aged zero-to-three.
• Promoting gender equity by working with public and private partners to support co-parenting strategies.
- Co-developed materials, and helped design strategies to foster co-parenting guidance by professionals in family centres of the Hogar de Cristo Foundation to complement family projects of the Integra Foundation and UNILEVER
- Supported a co-parenting visibility campaign in Chilean health centres, and provided information and resources for redistribution through LACRO, as well as contributing to its reporting of innovations

• Supported MINSAL in promoting its Human Papilloma Campaign
- A total of 125,000 students received free vaccines in 2014; 250,000 will be vaccinated in 2015.

• UNICEF Chile assisted the National Service for Women by providing recommendations, as a member of the Technical Committee of the National Action Plan to Prevent Violence against Women 2014.

**Environmental Sustainability**

During 2014, no actions were carried out in this area of work by UNICEF Chile.

**Effective Leadership**

During 2014, the CMT revised its membership, periodicity, topics of discussions and follow-up measures of its meetings. Accordingly, the CMT revised its terms of reference, among others, to include indicators for monitoring of management and financial implementation on a regular basis. In close consultation with LACRO, UNICEF Chile presented a new structure to the Programme and Budget Review (PBR) to allow UNICEF to undertake the work as stipulated in the Country Programme, as well as to overcome a number of challenges related to segregation of duties.

UNICEF Chile plans to finalise the recruitment process for the new structure during the first months of 2015, in close collaboration with LACRO and SCPC. The CMT has been informed and consulted throughout the process. Throughout its meetings during the reporting year, the CMT reconfirmed its commitment to close adherence to UNICEF’s policies, rules and regulations. During the reporting year, the CO organised trainings for relevant staff members and personnel on different topics, with the support of LACRO and SCPC. UNICEF Chile plans to continue organising additional trainings once the recruitment process is finalised in 2015. During this reporting year, UNICEF Chile underwent an audit process, which is expected to strengthen performance and financial monitoring mechanisms. In order to address audit observations, a work plan was designed and the CMT agreed to join efforts to improve office functioning through the first semester of 2015. It should be noted that a number of the audit observations addressed issues were related to office structure. Regarding business continuity, in February of 2014 UNICEF Chile had the opportunity to test its procedures and identify weaknesses, in view of a 10-day illegal occupation of the premises. At the time, UNICEF activated the BCP during a month. Lessons learned from this experience were incorporated in a revised version of the BCP, later in 2014.

**Financial Resources Management**

As explained in the Effective Leadership section, the CMT started regularly monitoring all management indicators and financial implementation during 2014. The monitoring included programme implementation, attention to grant expiration dates and local fundraising results to
ensure the availability of funds for the unfunded portion of the CPD. It also included monitoring of the resources needed to ensure a smooth Partnership and Fundraising operation during the year, since UNICEF Chile is 100 per cent financed by gross proceeds. Performance of key indicators as of end-December 2014 was: outstanding DCTs, zero; RR expenditure, 98.82 per cent; ORR expenditure, 87.45 per cent; ORE expenditure, N/A. In 2014, UNICEF Chile thoroughly reviewed its practices in resource management, prior and post the audit exercise. CMT members were briefed, trained/refreshed in relevant areas. The CMT also agreed to regularly monitor progress on management and financial implementation, as noted in the previous section.

**Fund-raising and Donor Relations**

Every month, during the CMT, UNICEF revises the management indicators at the CMT. Among these indicators are those related to donor reports and their deadlines (donor report due in three months, donor reports overdue) and those related to grants and funds utilization (grant expiring in three months, unallocated funds expiring in six months, un-expensed in grants reaching financial closure in three months).

**Evaluation**

UNICEF Chile was in close consultation with LACRO to review its evaluation practices. A new M&E position was under recruitment at the time of this report, and is expected to facilitate this process in 2015.

**Efficiency Gains and Cost Savings**

Regarding efficiency gains, UNICEF Chile decided to continue with its security services provider and travel agency, based on the results of biddings carried out by UNDP/FAO and ECLAC. No bidding process was needed to support the contracting process.

**Supply Management**

UNICEF Chile does not have a supply component, as the assistance agreed upon with the Government is focused on the provision of technical assistance and advocacy.

**Security for Staff and Premises**

During the last four years UNICEF Chile underwent a number of illegal occupations, the last of which took place in February 2014. Consequently, in close collaboration with LACRO and UNDSS, UNICEF Chile enhanced its security measures, including the construction of a fence, and the introduction of security cameras and an alternative access system (both monitored 24x7 by UNDSS).

After the last illegal occupation in February, and following the recommendations by UNDSS and the security risk assessment, additional measures were taken. These measures included the installation of an electric fence surrounding the office perimeter and increasing the number of security guards, ensuring a 24x7 presence in the premises. The protocols designed for these situations were revised in conjunction with UNDSS, as was the evacuation plan and phone tree. All personal information of people working within the premises is updated on a bi-monthly basis, and this information is shared with UNDSS and UNICEF’s Operations Centre.
**Human Resources**

In 2014 UNICEF Chile carried out an assessment of its current structure and staff needs. This assessment also took into consideration the transition from the SCPC Hub to the GSSC in terms of administrative, finance and human resources/staffing needs, based on the information available at the time. The MTR was signed with the Government in July 2014 reinforcing the priorities set in the Country Programme document.

To undertake the work stipulated in the CPD, and in close coordination with LACRO, UNICEF Chile presented to the PBR a revised CPMP and proposed a new structure that aimed to strengthen programme management with the incorporation of three National Officers and the shifting of the post of Deputy Representative to a Child Protection Specialist. A new Programme Assistant post was also established. The Communications area was reinforced with the inclusion of a Communications Assistant, and the Operations area established a new post of Administrative Assistant. PFP established a Data Base Assistant post, to improve security of sensitive information of individual donors.

UNICEF also undertook a thorough assessment of the contractual arrangements in place, including consultancy contracts, individual contractors, consultants and outsourced personnel.

To ensure transparency in all processes and mitigate concern among staff and others in the office, several information sessions were held; the Representative also addressed specific concerns with affected or concerned people. The CMT and local Staff Association were closely involved in this process.

The office structure in place in 2014 did not include any OR-funded post. Therefore, there was no need to cover any funding gap. PFP incomes were sufficient to cover staffing needs, and this was closely monitored by the CMT.

**Effective Use of Information and Communication Technology**

In 2014, UNICEF Chile continued to ensure reliable, efficient and speedy ICT services to support the programme and management needs towards the achievement of results for children.

During the year, ICT implemented several global projects, including: migration from Lotus Notes to Outlook 2013, upgrade from Office 2010 to Office 2013, implementation of Office 365, Lync, One Drive, Share Point, migration of cellular telephony from Black Berry to SmartPhone (Iphone 5) and installation de SP1 Wsus.

ICT also implemented a number of local projects, including:

- Installation of an electric fence surrounding the office perimeter
- Migration of Lotus Notes files to Outlook 2013 files.
- 11 desk computers changed from Elite 8000 to renovation of hardware and six laptops changed for critical users.
- Project upgrade wide leading supplier band ISP “Claro Chile” from 2 Mbps to 10 Mbps
- Multifunctional printers renovation project, to reduce costs, and change of two multifunctional Ricoh 301 and 305 should improve technology and print productivity.
- Renewal of telephone and network wires for the data and telephone network.
ICT also provided assistance during the purchase process for an SSL for security of the Web Unicef.cl and project partners module enrolment.

**Programme Components from RAM**

**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 2014, UNICEF Chile continued supporting the Government to move towards the full alignment of policies and programmes for children with the principles and standards of the Convention on the Rights of the Child and other international human rights instruments signed by Chile.

In so doing, UNICEF Chile focused its advocacy efforts on highlighting the universality of the rights of the child, and its programmatic efforts on providing timely advice to contribute to the on-going legal reform processes. To do so, UNICEF developed and strengthened training models for professionals who design and implement services and programmes for children, and co-developed methodologies based on global best practices, making them relevant to local contexts. UNICEF Chile also undertook studies, comparative analysis and reviews to support the Government as it formulated policies and programmes to promote child and adolescent rights at the national and local levels.

UNICEF Chile supported several institutions of the Chilean Government, providing support based on needs and requests. Key actions in this area included:

- Significant support was provided to the National Council of Childhood, which was established by the President in March 2014. The Council was tasked with the installation of an integral protection system for children: namely, development of a national law on guarantees of child rights, related policies and a ten-year national action plan to implement the policies.

- During the reporting period, UNICEF Chile also collaborated with the Ministry of Education, identified educational quality barriers and made proposals for the full inclusion of a child rights approach in educational policies. Moreover, UNICEF advocated for the voice of children to be heard in decisions during the educational reform debate.

- To further reduce inequality and protect the rights of most excluded groups, UNICEF Chile agreed, with the Ministry of Social Development, to provide support in strengthening the Ministry’s institutional capacity to monitor social protection policies, in particular those aimed at the most vulnerable children. In this context, UNICEF Chile advocated for improved information on records about children and adolescents, to foster a permanent monitoring system related to the status of their human rights.
In addition, UNICEF Chile initiated discussions to promote, in 2015, the implementation of a MICS survey in the country. For this, UNICEF Chile established agreements with the National Institute of Statistics and other Government agencies.

UNICEF Chile also supported the installation of protocols for the care of child victims of sexual abuse through the Ministry of Health, and developed a replicable and scalable community-based prevention programme.

With the aim of reducing the excessive use of violence against children in police procedures, especially indigenous children, UNICEF collaborated with the Ministry of Interior to develop a comprehensive strategy for police training, which includes child and indigenous rights standards in the curricula of police training academies.

During the reporting year, UNICEF Chile provided continued support to the Ministry of Health, National Service of Minors and National Youth Institute by providing technical assistance to improve current mechanisms of adolescent participation, as well as to support specialised training for professionals that work directly with young leaders. These actions were designed to cultivate a culture of inter-generational work inside Government institutions.

Finally, UNICEF used innovative approaches to help close equity gaps by working with the Catholic University-Temuco to provide assistance to the university’s plan to scale up its academic programme on intercultural education. Furthermore, UNICEF partnered with the University’s Innovation Centre to promote solutions to the digital gap affecting poor communities.

**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:**
During 2014, UNICEF Chile provided technical assistance to numerous public institutions to promote inclusion of a child and adolescent rights perspective in existing all-purpose national data-gathering instruments and data-analysis procedures, and aided the Government in developing child and adolescent-specific instruments. These efforts were aimed at increasing the Government’s capacity to monitor the situation of children and adolescents at the national and local levels.

- UNICEF Chile signed a two-year agreement with the Ministry of Social Development (2014-2016) to provide continued technical assistance for defining and implementing appropriate indicators that would allow consistent monitoring and evaluation of their programmes based on the rights of children.

- With technical assistance from LACRO, UNICEF Chile began discussions with the Government to carry out a MICS survey in 2015 and monitor the situation of children. For this, UNICEF Chile commissioned a study to identify information gaps related to childhood. This feasibility analysis was the first realised with the National Council of Childhood of the General Secretariat of the Presidency.
• UNICEF Chile began creating a work plan with the National Statistics Institute, and was invited by the Ministry of Social Development to review the questionnaire used in the National Survey on Disability.

• UNICEF Chile worked with the ministries of Health and Social Development in a review of measuring instruments used for ECD. At the end of the year, UNICEF Chile initiated discussions with the Government to undertake a study on the levels and types of public investments made to improve the development of children 0-to-8 years of age, using pertinent benchmarks that would allow consistent monitoring and evaluation of progress made.

**OUTPUT 2** In 2016, Chilean society has periodic reports on the situation of the most vulnerable children and adolescents, to inform decision-making on public policies affecting them.

**Analytical Statement of Progress:**

During this period, in order to provide technical support to the Government on legislative reforms related to children and adolescents, UNICEF Chile developed research related to the right to education, violence against children, indigenous adolescents, child abuse and participation.

UNICEF Chile also systematised CRC-based rights principles and developed recommendations for the creation of a NLGCR, an Ombudsperson for Children, and a comprehensive protection system.

In this regard, to strengthen the capacity of civil society and Government to produce information on the situation of vulnerable children and adolescents in the country, UNICEF Chile supported various institutions in the production of reports on child rights on a regular basis. In 2014, UNICEF collaborated with the CSO Centre for Children and Adolescents, in its second report “Childhood Counts - Chile 2014.” In addition, UNICEF Chile co-developed *The Voice of Children – Educational Reform*, a survey that gathered the opinions of children and adolescents, and what they saw as the most relevant challenges facing Chile’s educational system. During the same period, UNICEF Chile reached an agreement with the NCC to prepare an additional 2015 survey on the voice of children.

Finally, UNICEF Chile developed a monitoring system to provide national-level information focused on geographic inequities affecting children and adolescents.

**OUTPUT 3** 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:**

To improve opportunities for children and adolescents belonging to the most disadvantaged groups and reduce inequity gaps, during 2014 UNICEF Chile provided technical assistance to various institutions of the Government, as detailed below:

1) Assisted the NCC to incorporate an intercultural approach in the design of a NLGCR.
2) Established an agreement with SENAME to transfer the methodology for measuring intercultural criteria and standards, a process that will start in 2015 in Araucanía Region.

3) Developed a training model in child and adolescent rights and inter-culturally for undergraduate programmes which was implemented over the past three years at the Catholic University of Temuco. Through an agreement signed between the Catholic University of Temuco and UNICEF Chile in 2014, the two institutions began the process of expanding the use of this training model to other universities.

4) With the Ministry of the Interior, UNICEF Chile also reached an agreement to develop a comprehensive strategy and systematic application to include standards of child and of indigenous children’s rights in the training curricula of police personnel nationwide. The purpose of this effort is to fully align police procedures with the standards for child, adolescent and indigenous rights and to prevent the use of excessive force and violence against children and families.

5) Provided assistance to the Ministry of Health in the proper care of child and adolescent victims of sexual abuse. In this regard, between 2011 and 2014, 10 on-line B-learning trainings on “Detection and first response to victims of sexual abuse: children and adolescents” were completed by 699 officials of the healthcare system.

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:

During 2014 UNICEF Chile continued its efforts to help build a culture of tolerance and acceptance of diversity. Efforts were focused on providing expertise to local, regional and national institutions, contributing to the development of relevant policies and plans; undertaking targeted media campaigns and public events; and maintaining a consistent/insistent rights-based narrative on children and adolescents at the forefront of national issues by a regular presence in both traditional and new media outlets.

A core strategy used to achieve this objective was to continuously advocate for the strengthening of child and adolescent participation mechanisms, as well as raising awareness and building the skills of adult professionals who work with young people in the areas of health and social welfare at local, regional and national levels.

To protect the rights of indigenous children, UNICEF called attention to violations of their rights; specifically, by partnering with the National Institute of Human Rights vis-à-vis mass media, and informing local indigenous communities about CRC rights and standards in a targeted manner.

During this reporting period UNICEF Chile also promoted the principle of non-discrimination against children by promoting the monitoring of juvenile detention centres of SENAME. UNICEF also contributed by adding an explicit gender variable to periodic reports on the quality of life of young offenders while in centres. The gender variable aimed to make visible the needs and rights violations of adolescent girls in SENAME centres nationwide.
Another area of action in favour of gender equity was UNICEF Chile’s steady efforts to promote co-parenting and stress the role of fathers in child-rearing. With the Cultura Salud Foundation, it co-developed materials focused on co-parenting with fathers that were utilised and distributed by professionals in family centres of the Hogar de Cristo Foundation as part of UNICEF Chile’s national strategy to involve fathers and strengthen the family. A visibility campaign on this topic (i.e., posters in health centres) was also carried out.

During the reporting year, UNICEF Chile presented a report to the Committee on the Rights of the Child, in which it noted that the principle of non-discrimination against children is not formally recognised by the national legal system. UNICEF Chile recommended that the Chilean State advance in at least two ways toward non-discrimination: 1) By establishing the principle of non-discrimination within the framework of the NLGCR, as outlined in Art. 2 of the CRC; and 2) by developing national and regional non-discrimination and inclusion policies for all children and adolescents. UNICEF argued that to build a culture of tolerance and acceptance of diversity, reinforced guarantees are of particular importance for indigenous and migrant children, LGTBI boys and girls, and for children with a physical or mental disability.

**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:**
During this period the focus of UNICEF’s work had two objectives:

- To strengthen participation mechanisms and build the skills of young people to advocate for their rights in relation to the issues that affect them
- To build a culture of tolerance and acceptance by creating awareness among adult professionals in the areas of health and welfare at local, regional and national levels.

Programmatic initiatives with young people had the objective of strengthening existing mechanisms to enable them to influence policies and programmes or promote new ones, and to build the skills of national leaders to represent child and adolescent constituencies and to have an impact on work with adult decision-makers.

To this end, UNICEF:

- Provided technical assistance to the NCC, UNDP, MINEDUC, and General Secretariat of the President (SEGPRES) for the development of CRC-based practices and methodologies for adolescent participation and, specifically, to ensure that the voices of adolescents are considered in the ongoing policy-making processes
- Explored piloting of UReport, a UNICEF Global SMS based participation tool
- Trained and facilitated national skills-building sessions for the leaders of the Ministry of Health and SENAME Youth Councils.

The adult-focused actions have continued to have two main objectives. First, to build broad awareness about the problems that affect those 10-19 years of age and to ensure that the obstacles posed by adults (professionals and decision-makers) at the local and regional levels are not permanent barriers to the full realisation of adolescents’ rights to be heard and express their opinion. Second, to promote the use of CRC standards by professionals who design, monitor and implement C&A programmes, as well as those who work directly with youth populations.
To this end:

- The concept of “allied adults” (refers to adults who work side-by-side with C&A, sharing knowledge and influence, and who possess the skills to design and implement strategies to empower C&A to advocate for their own rights) began to be understood and practiced with the training of over 600 professionals.
- UNICEF provided technical assistance to MINSAL, SENAME, National Youth Institute and Municipal Protection Offices to strengthen standards and promote strategies to allow young people to influence decisions made by adults that are related to their wellbeing.

Decision-makers and programme staff of six municipalities participated in awareness-raising talks about children’s right to participation.

**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 this period, UNICEF began working with the National Television Council for the development of a handbook to provide guidance to media professionals on the treatment of children and adolescents, with a particular emphasis on reporting about children in emergency situations.

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

**Analytical Statement of Progress:**
During 2014 UNICEF Chile continued to work on incorporating business principles and child rights by working nationally and assisting with LACRO’s regional CSR strategy.

**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 2014, UNICEF promoted a series of initiatives focused on the challenges related to designing and implementing a new framework for child and adolescents rights in Chile. The main areas in which UNICEF Chile invested its resources in 2014 included:

- Consolidation of the on-line platform CISC-RPA that allows for processing of data generated during monitoring visits to all juvenile detention centres. The existence of this platform and appropriate use of the information about adolescents in conflict with the law allows the State to monitor and adopt practices based on CRC standards. The platform was designed, financed and managed by UNICEF Chile.

- Provision of technical collaboration to the State in the creation of a comprehensive protection system; for example, efforts to help the NCC through participation in various thematic tables on violence, inter-culturally, de-institutionalisation and legal reforms, during which UNICEF constantly promoted the practical application of CRC content.
• As part of the Government decision to revise the Constitution of the Republic, UNICEF Chile worked with the SEGPRES in two main areas: inclusion of norms that recognise children and adolescents as subjects of rights, and inclusion of the voice of children and adolescents in debates about the new Constitution.

• Contributions to the amendment of Law No. 20,084 (Adolescent Criminal Liability Law), encouraging the MINJU (the body responsible for this legal modification) to establish a specialised organisational system where all controllers have the appropriate competencies to ensure compliance with Articles 37 and 40 of the CRC, which demands that states consider the situation of juvenile offenders as a fundamental part of the comprehensive protection of children and adolescents.

While UNICEF Chile advocated for the early adoption and enforcement of public policies during 2014, there is still work to be done. Some measures that still require attention are: legal reforms on issues of violence, military justice, and specific groups (child migrants, indigenous, children with disabilities, LGBTI, etc.). Addressing these remaining matters is a challenge if the nation is to truly have a comprehensive protection system for all children and adolescents. During 2014 UNICEF Chile commissioned several studies to address these specific issues to strengthen its evidence-based arguments as it continues its advocacy work during 2015.

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:
In June 2014 the platform CISC-RPA (Adolescent Criminal Liability Law) designed by UNICEF in 2012 was implemented and transferred to the Ministry of Justice. This system allows data access for measuring the monitoring indicators used by CISCs at all centres in the country. The platform is operating in all (15) regions of Chile.

In September 2014, the Ministry of Justice began the process of direct recruitment of the IT company that administered and hosted the CISC platform during 2012, 2013 and 2014. This platform will help the State to install in their own institutions the competencies and tools necessary to monitor child and adolescent rights, with the technical support of UNICEF.

In November 2014 the CISC platform produced the first consolidated report (first semester, 2014) on the situation of adolescents deprived of liberty. This report also contains valuable information concerning the conditions of detention, security, discipline, centre infrastructure, health, status of educational measures, outplacement and training, among others. With the information obtained, it was possible to begin to discuss and implement improvements based on specific relevant information, which will contribute to effective fulfilment of the just treatment of adolescents deprived of freedom.

Also during this period, the Sub-secretariat of Crime Prevention of the Ministry of the Interior agreed to complement the project “Unified Criminal Data Bank (BUD)” with specific information on adolescents who break the law (governed by Law No. 20,084). The BUD will start operating December 31, 2014, and collects information sent by all institutions related to this area of work – such as Chile’s Police, Investigation Police, and the Public Ministry and the Judiciary. This will contribute to the adoption of appropriate measures to address the needs of children and adolescents and integrate work to protect those in conflict with the law.
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:
Throughout 2014 UNICEF Chile sought to advance toward a new framework for child and adolescent rights and supported the Government through studies and CRC-based recommendations, as well as contributions to legislative and administrative debates related to children and adolescents. As the year progressed, key matters addressed included:

- During 2013, Government, UNICEF Chile and CSOs had discussed eliminating SENAME and creating two new services, the National Adolescent Criminal Responsibility Service and National Protection Service. In 2014, Chile’s new Government decided to suspend the processing of this draft legislation and announced that two new draft laws would be designed, in accordance with guidelines of the draft NLGCR, a law that UNICEF Chile has actively assisted the Government to draft.

- The NCC finalised a draft of the NLGCR, which is being reviewed by academic experts, with recommendations by UNICEF Chile. During the same period, a draft with the founding principles and substantive rights of the law was presented to the Council of Ministers, pending approval in January 2015.

- The draft NLGCR includes prohibition of corporal punishment in all forms. In this regard, on August 6, 2014 a draft was made public and incorporated banning corporal punishment and all forms of abuse against children and adolescents.

- Concurrently, the Ministry of Justice was working on the reform of Law No. 20,084 (Adolescent Criminal Liability Law) and UNICEF Chile’s efforts were directed at clarifying the roles and responsibilities of all actors in the justice system. The goal is that once the law is passed there will be an Adolescent Criminal Responsibility Service and the National Protection Service (dependent Ministry of Social Development) that address the needs of children and adolescents in both areas.

- The Government established the Council on Migration Policy for the study of a new migration law that would apply a child and adolescent rights perspective.

UNICEF Chile collaborated with the General Secretariat of the Office of the President in the process of creating a new political Constitution. During 2014 a multidisciplinary team was established to safeguard the inclusion of children’s issues in the new Constitution and to design a participatory process whereby children’s and adolescents’ opinions would be part of the national debate. This team is composed of the General Secretariat of the Presidency, Ministry of Justice, NCC and UNICEF Chile, and others.
### Evaluation

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