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*Thirty-fourth
session of ECLAC*

*San Salvador,
27 - 31 August*

DRAFT PROGRAMME OF WORK OF THE
ECLAC SYSTEM, 2014-2015



UNITED NATIONS

ECLAC



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ABBREVIATIONS

ACS	Association of Caribbean States
ADC	Andean Development Corporation
ALBA	Bolivarian Alliance for the Peoples of Our America
CAN	Andean Community
CARICOM	Caribbean Community
CCCCC	Caribbean Community Climate Change Centre
CDB	Caribbean Development Bank
CDCC	Caribbean Development and Cooperation Committee
CEDAW	Committee on the Elimination of Discrimination against Women
CELAC	Community of Latin American and Caribbean States
EUROSTAT	Statistical Office of the European Communities
FAO	Food and Agriculture Organization of the United Nations
FAORLC	FAO Regional Office for Latin America and the Caribbean
IDB	Inter-American Development Bank
IIRSA	Initiative for the Integration of Regional Infrastructure in South America
ILO	International Labour Organization
IMF	International Monetary Fund
IOM	International Organization for Migration
LAIA	Latin American Integration Association
MERCOSUR	Southern Common Market
OAS	Organization of American States
OECD	Organization for Economic Cooperation and Development
OECS	Organization of Eastern Caribbean States
OIJ	Ibero-American Youth Organization
OLADE	Latin American Energy Association
OLAMI	Latin American Mining Organization
PAHO	Pan American Health Organization
PARLATINO	Latin American Parliament
SEGIB	Ibero-American Secretariat
SICA	Central American Integration System
UNASUR	Union of South American Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNCTAD	United Nations Conference on Trade and Development
WTO	World Trade Organization

INTRODUCTION

The draft programme of work of the Economic Commission for Latin America and the Caribbean (ECLAC) for the biennium 2014-2015 is hereby submitted to the member States of the Commission for their consideration. This draft programme is based on the draft strategic framework of the Commission and the priorities that are being considered on a parallel track by the relevant subsidiary bodies of the General Assembly at United Nations Headquarters in New York.

The overall purpose of the programme is to promote the economic, social and environmentally sustainable development of Latin America and the Caribbean through continuous international cooperation, by undertaking comprehensive research and analysis of development processes and providing the relevant normative, operational and technical cooperation services in support of regional development efforts. The mandate for the programme, which falls within the purview of the Economic Commission for Latin America and the Caribbean (ECLAC), derives from Economic and Social Council resolution 106 (VI), by which the Council established the Commission for the purpose of contributing to and coordinating action towards the economic and social development of the region and reinforcing economic relationships among the countries of the region as well as worldwide. In 1996 by virtue of ECLAC resolution 553(XXVI) the Commission was instructed, *inter alia*, to collaborate with member States in a comprehensive analysis of development processes geared to the design, monitoring and evaluation of public policies and the resulting provision of operational services in the fields of specialized information, advisory services, training and support for regional and international cooperation and coordination.

The Commission will continue to pursue key objectives shared by all the regional commissions, to support the development pillar of the United Nations, foster economic integration at the subregional and regional levels, promote the implementation of internationally agreed development goals beyond 2015, in continuation of the Millennium Development Goals, and support sustainable development by helping to bridge economic, social and environmental gaps between countries in the region and between the region and the industrialized economies.

To achieve these objectives, ECLAC will continue to respond to the needs of the countries in the region, serving as a regional forum and facilitator in building regional consensus and supporting public-policy formulation to meet the challenges facing the region; and will conduct and promote multilateral dialogue, sharing knowledge and networking at the global, regional and subregional levels. The Commission will promote intraregional and interregional cooperation between the regional commissions and collaborate with other regional organizations, particularly with United Nations entities.

The Commission's overall strategy for achieving the objectives of the programme is structured around 14 interdependent and complementary subprogrammes, implemented through an integrated and multidisciplinary approach. A new subprogramme entitled "Support for Regional and Subregional Integration and Cooperation Processes and Organizations" is being proposed with a view to strengthening these processes and the participation of Latin America and the Caribbean in interregional and global political dialogues. The new integration and cooperation organizations established in the region in the past decade are a concerted effort to build common positions and strengthen the region in its dialogue with other countries and other regions. The new subprogramme would contribute to the regional and subregional processes and organizations through technical and analytical support for debate and the consensus-building. Special efforts have been made to mainstream the gender perspective throughout the 14 subprogrammes of the present biennial programme plan.

The basic guidelines and overarching orientation for the formulation of the programme of work for the biennium 2014-2015 were drawn from the internationally agreed development goals stemming from the major United Nations conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration and the 2005 World Summit Outcome.

During 2010-2011, the economies of Latin America and the Caribbean continued to recover from the global financial and economic crisis whose fallout spread across the region in the second half of 2008 and in 2009. After contracting in 2009, GDP expanded by 5.9% in Latin America and the Caribbean in 2010 and lower growth (4.3%) was projected for 2011, albeit with inevitable differences in performance from one country to another. The upturn that began late in 2009 and gained unexpected momentum in 2010 developed into a full-blown recovery that was without precedent in the world economy, sustained by the macroeconomic policies implemented by the countries in the region. The recovery carried over into 2011, although economic growth subsided in response to both external and domestic factors. The slowdown in regional growth steepened in the second half of the year, reflecting slackening export growth, falling prices for the region's main export commodities—which nonetheless remained at historically high levels—and cooling domestic demand. For 2012, regional per capita GDP is projected to grow by 3.7%, notwithstanding the deterioration in external conditions and the complex policy challenges, arising, on the domestic front, from dilemmas over the direction of certain macroeconomic variables.

Leading composite indicators show that slower growth in the industrialized countries is starting to act as a drag on the main emerging economies. If these trends continue, regional exports to Europe and the United States will slow down in 2012 and 2013 and export growth in economies whose exports depend heavily on those markets would be jeopardized. As growth decelerates in the emerging economies and the industrialized economies show increasing weakness, international commodity prices could fall, adversely affecting the trade and current account balances of net commodity exporters. These circumstances would present a number of risks and difficulties, both in the short term and in the medium and longer terms. Economic turbulence and high unemployment in the industrialized economies may prompt a resurgence of protectionist forces and reduce the margin for new initiatives for responding to the challenges of globalization, such as the conclusion of the Doha Round, the discussions on a new international financial architecture, and a new framework for globally reducing emissions of greenhouse gases. This augurs great uncertainty for 2012 and thus Latin American and Caribbean economies would have to reinforce macroeconomic prudence. In these circumstances, regional economies should have to strengthen macroeconomic management, pursue sustainable fiscal and external accounts, reinforce macroprudential measures related to financial flows and steer their policy decisions by the long-term behaviour of their main economic variables. Prudential macroeconomic management must be complemented with a concerted effort to further regional cooperation. Policies should also be put into place to drive productivity to bring countries closer to the international productivity frontier and develop a more dynamic structure that will serve as an engine of growth and learning.

Under such circumstances, the social gaps in the region are expected to face an ambivalent scenario combining on the one hand structural backward trends that reinforce them and on the other, more recent, favourable developments that open new possibilities for advancing towards less unequal societies with broader access to well-being. Poverty and inequality are decreasing, chiefly thanks to active social public policies aimed at protecting employment, improving labour income and increasing public transfers to the most vulnerable sectors. The estimated poverty rate for the region in 2011 is 30.4%, including 12.8% living in extreme poverty or indigence. In absolute terms, these figures translate into 174 million poor people, of whom 73 million were indigent. The figures show that, in the wake of the 2009 crisis, economic recovery has been reflected (at least partially) in the poverty indicators.

But productive gaps remain rigid, and there is still little social mobility for specific groups in low-productivity sectors (especially women in lower-income socio-economic groups) whose income has not increased. Fertility is declining substantially and can mean greater possibilities for well-being in families with fewer dependents. However, the fertility structure is still stratified by socio-economic and education levels, which means that reproduction of society is happening, for the most part, in poor households. Furthermore, adolescent fertility has fallen at a much more moderate pace than total fertility. In many of the countries of the region, it even rose during the 1990s, while the total fertility rate declined significantly. The inequality in fertility between groups with different education levels is usually particularly marked in the case of adolescent mothers. Governments have increased social spending and social protection in recent years to mitigate the impacts of the 2008-2009 crisis on the most vulnerable sectors. Nonetheless, the social protection systems in the region are far from inclusive, and have deficiencies that reproduce vulnerability and stratified access to social security. Latin America's weak social protection systems are facing tremendous redistributive challenges, with limited fiscal capacity and relatively rigid—if any—architectures of well-being. Any systemic approach should also draw on the contributory pillar and on targeted policies to link rights with progress towards truly universal—and solidarity-based—protection systems.

Lastly, global challenges such as climate change and the need to develop low-carbon economies urgently require the implementation of new strategies to foster adaptation, mitigation and risk reduction as well as to enhance energy efficiency and jump-start the broad use of renewable energies. In the post-crisis context, the role of institutions and market regulations need to be revised and the role of the State must be redefined to generate the conditions for sustainable and inclusive development that would bring the region onto a new path of sustainable development with equality. In this biennium, the challenges will be to implement the agreements derived from the United Nations Climate Change Conference (sixteenth session of the Conference of the Parties (COP 16)), Cancun, 2010 and the United Nations Climate Change Conference (seventeenth session of the Conference of the Parties (COP 17)), Durban, 2011.

Considering the complexity of the reform processes in the region and the rapidly evolving demands from member States, ECLAC will continue to provide timely and relevant analysis and policy recommendations regarding development issues. The Commission will work closely with the Governments in the region and other counterpart institutions to safeguard linkages between individual national experiences and regional perspectives, facilitate data comparability and the exchange of good practices, and provide effective technical cooperation services in transboundary issues within its purview.

To meet the challenges referred to above, ECLAC will focus the programme of work in the biennium 2014-2015 on the following priorities:

- (a) Improving macroeconomic stability and further enhancing policies that reduce vulnerability and mitigate the effects of economic and financial crises.
- (b) Strengthening the region's access to financing for development and enhancing the financial architecture at the global, regional and domestic levels.
- (c) Increasing the region's productive potential and reducing productivity gaps to achieve convergence with a particular emphasis on innovation and new technologies.
- (d) Improving the region's position in the international economy through trade, regional integration and cooperation.

- (e) Promoting a social covenant by improving social equality, reducing social risks and reinforcing gender mainstreaming in public policies.
- (f) Enhancing sustainable development policies, boosting energy efficiency and addressing the impacts of climate change, in the light of the outcome of the Rio+20 Summit, facilitating implementation of that outcome, and reducing vulnerability in key sectors.
- (g) Strengthening public management to enhance the role of the State in the twenty-first century, particularly through progressive fiscal policies.
- (h) Improving institution-building related to the management of global and transboundary issues and the provision of public goods at the regional level.

To that end, the Commission will emphasize analytical, normative, advocacy and capacity-building work to strengthen the design of sustainable development strategies and public policies and to facilitate the continuous monitoring of their practical implementation. Operational services in the areas of specialized information, technical cooperation and training will foster cooperation, networking and sharing of good practices at the subregional, regional and international levels, including South-South cooperation.

ECLAC will continue to work on integrated and comprehensive follow-up to the world summits from a regional perspective, in particular the region's final progress towards the Millennium Development Goals in 2015 as well as the redefined development agenda for the region stemming from the reflection on beyond 2015 and the Rio+20 Summit. To that end, ECLAC will continue to play a leading role as convener of the Regional Coordination Mechanism in coordinating the work programme of the specialized agencies, funds and programmes of the United Nations system in the region, which reports to the Economic and Social Council and the General Assembly. ECLAC will continue to participate actively to enhance coordination on substantive issues among all participating entities in the Executive Committee on Economic and Social Affairs.

ECLAC will continue to serve as technical secretariat for various intergovernmental initiatives, such as the Committee of the Whole, the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean, the Regional Conference on Women in Latin America and the Caribbean, the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), the Committee of High-level Government Experts, the Central American Economic Cooperation Committee, the Caribbean Development and Cooperation Committee (CDCC), the ECLAC Ad Hoc Committee on Population and Development, and the Regional Plan of Action for the Information Society in Latin America and the Caribbean (eLAC 2007).

Collaboration will also be continued with the International Monetary Fund (IMF), the World Bank and other inter-American, Ibero-American and Bretton Woods institutions such as the Organization of American States (OAS), the Ibero-American Secretariat (SEGIB), and the Inter-American Development Bank (IDB).

Furthermore, ECLAC will collaborate closely with new emerging regional mechanisms such as the Community of Latin American and Caribbean States (CELAC), the Union of South American Nations (UNASUR), and will strengthen ties with the Caribbean Community (CARICOM), the Latin American Integration Association (LAIA), the Common Southern Market (MERCOSUR) and the Central American Integration System (SICA). ECLAC will also strengthen its collaboration with private-sector associations,

non-governmental organizations, think-tanks and the academic sector to promote policy dialogue and engage them in the implementation of the sustainable development agenda.

As a funds mobilization strategy, bilateral and multilateral collaboration with cooperation partners outside the United Nations system will be enhanced in order to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries. ECLAC will build donor confidence through the efficient delivery of commitments; undertake strategic and regular dialogue with major donors; make the case for scaling-up resources devoted to population and development issues and to the integration of these issues into social and economic programming; offer concrete new, attractive, results-oriented opportunities; and provide satisfactory reporting and information on the use of donor funds.

The contents of the 14 subprogrammes are presented in the following pages. The subprogrammes have been clustered thematically as follows: the first four relate to ECLAC activities in the field of economic development (subprogrammes 1-4). These are followed by social development activities (subprogrammes 5-7); activities relating to environmentally sustainable development (subprogrammes 8 and 9); two cross-cutting subprogrammes focusing on training and public administration (subprogramme 10) and statistics (subprogramme 11); and two subprogrammes reflecting a subregional scope, one of which focuses on Mexico, Central America and the Spanish- and French-speaking Caribbean, and the other on the English and Dutch-speaking Caribbean (subprogrammes 12 and 13). The last subprogramme (14) will seek to strengthen Latin American and Caribbean regional and subregional groups and schemes by providing technical support and helping them in their consensus-building efforts.

Each subprogramme is introduced by a brief presentation setting out the main development challenges to be addressed and the corresponding thematic areas, followed by a description of the medium-term objective, the expected accomplishments and the indicators of achievements which will be used to measure the results and impacts of the work carried out under the subprogrammes. Lastly, the strategy and preliminary list of activities in support of the expected accomplishments and objectives which are to be implemented during the biennium are presented. The application of the logical framework methodology is intended to strengthen the Commission's accountability to its member States and, ultimately, to facilitate a more effective management of its work programme as well as to facilitate the preparation of its biennial programme budget. This approach is in line with the Commission's effort to reinforce results-based management practices and to continue building this institutional culture within ECLAC, an endeavour which requires the secretariat and member States to work together as part of an international community with shared responsibilities.

In the preparation of the present document, an effort has been made to adhere to the guidelines received from member countries through various channels: resolutions and decisions of the General Assembly and the Economic and Social Council and of the ECLAC sessions and meetings of subsidiary bodies, meetings and discussions with national authorities and feedback from technical cooperation missions. These guidelines have enabled the Commission to keep abreast of recent changes in the regional agenda and to incorporate recent developments affecting Latin America and the Caribbean into the work programme within a dynamic framework.

SUBPROGRAMME 1: LINKAGES WITH THE GLOBAL ECONOMY, INTEGRATION AND REGIONAL COOPERATION

Presentation

The crisis of 2008 and complex aftermath accelerated the geographical shift of the engine of global economic growth, with the South acquiring a leading role and the North showing lacklustre performance. In international trade, this transformation has led to a sharp increase of the role of South-South trade. Indeed, it is expected that South-South trade will surpass North-North trade by 2020. These changes pose new challenges, as industrialized economies may introduce protectionist measures in the context of a low growth scenario, while the geographical focus of trade negotiations may shift to Asia and the Pacific. For Latin America and Caribbean, these trends in the North may be attenuated by the region's rapidly increasing trade with Asia. However, the major challenge for the region is to develop a strategy with its Asian partners that would enable it to play a greater role in their value chains. This would require, for example, the upgrading of Latin American and Caribbean companies, particularly small and medium enterprises (SMEs), and more focused policy interventions in areas such as logistics.

In more general terms, a renewed trade strategy requires more efforts on the part of firms to improve their international competitiveness and productivity and increase their contribution to economic growth and social inclusion. A new strategy should adapt to ongoing trends affecting the global economy and trade, including the efforts to mitigate climate change as expressed by the progressive use of private standards, the acceleration of technological change, and the increasing role of global value chains. Also, trade policy should be better integrated with other policies to reinforce its contribution to economic growth, employment creation and the reduction of inequality and poverty. Policy coordination is also necessary to mitigate possible negative effects such as jobs losses following trade opening and competition.

Thus, during the biennium 2014-2015, further reports on major developments in the world economy will be prepared under the subprogramme to assist Governments in the design and implementation of their trade and development strategies. Given the common challenges that they share, developing countries will be urged to participate in the global market and to cooperate regionally and globally to formulate common solutions. In view of the increasing role of value chains in international trade, efforts will be made to provide a better understanding of these systems and the opportunities available to firms in the region. Consideration will also be given to ways of strengthening regional supply chains.

In brief, the subprogramme is organized around the following descriptors: (i) regional and international trade issues, (ii) trade negotiations, (iii) regional integration and cooperation, (iv) Aid-for-trade and trade facilitation. These issues are intrinsically linked to cross-cutting themes such as public-private partnerships for trade and development; climate change (mitigation); social cohesion (gender equality, inclusion, poverty and small and medium-sized enterprises (SMEs)); diversification and incorporation of value and knowledge; competitiveness, productivity and innovation. The scope of analysis ranges from the dynamics of regional integration to relations with other areas of the world, particularly Asia-Pacific. The outcomes of these activities include the preparation of documents, the organization of, and participation in, meetings, workshops and other dissemination activities, and the organization of capacity-building activities.

The proposed activities seek to pursue the medium-term objectives of the subprogramme and to achieve the expected accomplishments during the biennium. Progress achieved will be measured by the indicators described below.

Logical framework of the subprogramme:

Objective of the organization: To enhance regional integration and global cooperation in order to strengthen the role of Latin America and the Caribbean region in the global economy

Expected accomplishments of the secretariat	Indicators of achievement
(a) Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional trade flows and value-chains	(a) (i) Increased number of countries in the region formulating/adopting trade and integration policies and measures to participate effectively in global and regional trade flows and value-chains in line with ECLAC recommendations (ii) Increased percentage of readers acknowledging that they have benefited from the analysis and policy recommendations on trade policies and export development strategies contained in the publication <i>Latin America and the Caribbean in the World Economy</i> and other selected publications
(b) Strengthened capacity of regional stakeholders to assess the impact on, and potential contribution of trade policy to, sustainable development, including poverty reduction, gender equality and mitigation of climate change	(b) (i) Increased number of countries in the region formulating/adopting policies and measures in line with ECLAC recommendations to assess the impact on and contribution of trade to sustainable development (ii) Increased number of public institutions and private organizations acknowledging that they have benefited from ECLAC technical cooperation services designed to improve their capacities in relation to trade and sustainable development

Strategy

Substantive responsibility for this subprogramme rests with the International Trade and Integration Division, which works in close collaboration with the Commission's offices in Washington, D.C. and Brasilia. Given the cross-cutting nature of the themes of the subprogramme, the Division will collaborate with other ECLAC divisions in implementing this programme of work. The strategy will take special account of the relevant provisions relating to the goals and targets deriving from the Millennium Declaration, in particular those relating to the empowerment of women as part of the incorporation of the gender perspective in the work of the subprogramme, poverty reduction and the global partnership for development.

The subprogramme is oriented towards strengthening the role of Latin American and Caribbean countries in world trade and the global economy by building their capacity to formulate and implement trade policies and export development strategies. Through analysis and the preparation of recommendations, it will help stakeholders to face new challenges in international trade, trade negotiations, regional integration and international economic relations. The activities under the subprogramme will be geared to promoting policy discussion and consensus-building. As a platform for dissemination of knowledge, preparation of policy proposals and generation of information and databases, the subprogramme will provide advisory and technical cooperation services to support countries in their efforts to improve their international role and trade performance.

The subprogramme will cover nine areas of work, namely:

- (a) Trade policy adjustment to the new challenges of the twenty-first century: innovation and technological progress, services, global value chains and internationalization of enterprises, private standards, climate change mitigation, and links with new emerging issues such as security, labour markets, poverty and corporate social responsibility.
- (b) Negotiation, implementation and administration of trade agreements and multilateral rules.
- (c) Regional integration and cooperation on the new stage of global development: convergence of agreements, areas of cooperation, internationalization of companies and links to other developing countries.
- (d) South-South trade and investment, including the role of Brazil, the Russian Federation, India and China (the so-called BRIC countries) and other emerging economies.
- (e) Monitoring of developments in Asia-Pacific and the trade and integration strategy of Latin America and the Caribbean towards that region.
- (f) Promotion and diversification of exports: inter-agency coordination and public-private cooperation, institutional modernization, trade facilitation and aid initiatives for trade, and international best practices.
- (g) Links between trade and social issues such as gender studies, poverty reduction, income distribution and job creation.
- (h) Establishment of public-private partnerships for export development and issues relating to corporate social responsibility.
- (i) Training activities to improve the region's participation in regional and global supply and production chains.

The subprogramme will respond to the needs of stakeholders by providing updated information, analysis and policy recommendations to policymakers in the countries in the region, private-sector institutions and other organizations at the local, subregional and regional levels. The subprogramme will continue to coordinate and cooperate with the United Nations Conference on Trade and Development (UNCTAD), the World Trade Organization (WTO), the International Labour Organization (ILO), the World Bank, the Organization for Economic Cooperation and Development (OECD), the Latin American Economic System (SELA), the Inter-American Development Bank (IDB), the Organization of American States (OAS), the United Nations regional commissions, regional development banks, the secretariats of the various regional integration organizations and governmental and private entities having responsibilities in the areas of trade and integration.

The outputs of the subprogramme include the publication of several documents; organization of and participation in seminars, workshops and meetings; and the provision of technical cooperation services to relevant stakeholders in cooperation with other programmes, agencies and funds of the United Nations and other international organizations.

Lastly, the work and achievements of the subprogramme will be broadly shared with its beneficiaries through the continuous updating and development of the Commission's website and databases, and wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) The international community supports the member States of ECLAC and responds to specific needs and concerns in relation to international trade and integration, taking into account General Assembly and Economic and Social Council guidelines as well as internationally agreed development goals, including those deriving from the Millennium Declaration and commitments arising from the various bilateral, subregional and multilateral trade agreements.

(b) The regional integration processes of Latin America and the Caribbean continue to gain strength in the changing context of the global economy and policies and measures are put in place in order to maximize benefits and reduce costs for the majority of the population, who will be the beneficiaries of economic and social development.

(c) The international community and the region in particular endeavour to realize the potential benefits which may result from the negotiations in the framework of the World Trade Organization (WTO) or other international forums, particularly in the areas of trade facilitation and Aid for Trade.

Activities

Subject area 1.1: Trade policies and trends in the world economy

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) Two meetings of experts to consider the links between trade and macroeconomic policies in countries of the region in the light of trends in the global economy. Particular attention will be paid to the impact of such policies and to prospects for the region (high correlation with expected accomplishment 1).

(ii) Meeting of experts to consider the relationship between trade expansion and the achievement of the Millennium Development Goals (high correlation with expected accomplishment 1).

2. Recurrent publications

(i) *Latin America and the Caribbean in the World Economy, 2013-2014*

(ii) *Latin America and the Caribbean in the World Economy, 2014-2015*

This annual publication presents an overview of changes and trends in international trade relations, based on the analysis of the main stakeholders' behaviour. It also explores the repercussions of international negotiations for the countries of the region at both bilateral and multilateral levels, examines

the main trends and initiatives in the area of trade policies and the possible courses of action which could bring about the greatest benefits (high correlation with expected accomplishment 1).

(iii) Two studies on priority issues in the United States' trade relations with the countries of Latin America and the Caribbean, including an analysis of barriers to exports from the countries of the region (high correlation with expected accomplishment 1).

3. Non-recurrent publications

(i) A study on recent trends in the global economy and their impact on selected countries in the region (high correlation with expected accomplishment 1).

(ii) Two studies on strategic aspects of economic and trade relations between Asian countries and Latin America and the Caribbean. Particular attention will be paid to the role of the People's Republic of China and India, among others (high correlation with expected accomplishment 1).

(iii) A study on the role of Brazil in international forums during and since the world financial crisis of 2008, especially its participation in multilateral organizations, the Group of Twenty (G-20) and regional initiatives. (high correlation with expected accomplishment 1).

(iv) A study to evaluate a more active role of Latin American and Caribbean firms in global and regional supply and value chains (high correlation with expected accomplishment 2).

(v) A study on global economic trends and their repercussions on the economies of Latin America and the Caribbean with special emphasis on the globalization of Latin American and Caribbean enterprises, (high correlation with expected accomplishment 2).

(vi) Two studies to examine the social impact of trade policies in selected countries in the region (high correlation with expected accomplishment 2).

(vii) Two studies on the relations between trade and sustainable development, especially climate change, from a regional perspective (high correlation with expected accomplishments 1 and 2).

(viii) A study on new factors having a bearing on competitiveness and on public policies for the promotion of competitiveness and innovation (moderate correlation with expected accomplishments 1 and 2).

(ix) A study on developments in the economies of the Asia-Pacific region with special emphasis on bi-regional supply-chain networks (high correlation with expected accomplishment 2).

(x) A study on trends and developments in external financing with a special emphasis on middle income countries.

4. Other substantive activities

Technical material

(i) Updating, maintenance and expansion of the Interactive Graphic System for International Trade Data (SIGCI) which contains trade data at national, regional and global levels (high correlation with expected accomplishment 1).

(ii) Updating, maintenance and expansion of the database on United States import detentions: Observatory of Imports Customs Control (OCAI) (high correlation with expected accomplishment 1).

Booklets, fact sheets, wall charts, information kits

(i) *CEPAL Trade Note* (4 issues), a biannual publication on the latest development in regional and global trade (high correlation with expected accomplishment 1).

(ii) CEPAL News (24 issues), a periodic note by the ECLAC office in Washington, D.C. (in English only) (high correlation with expected accomplishment 1).

(iii) Information reports on the United States economy (also to serve as input for the *Preliminary Overview of the economies of Latin America and the Caribbean* and the *Economic Survey of Latin America and the Caribbean*) (in English only; six issues in the biennium) (high correlation with expected accomplishment 1).

(iv) Information Reports on Capital Flows to Latin America and the Caribbean (also to serve as input for the *Preliminary Overview of the Economies of Latin America and the Caribbean* and the *Economic Survey of Latin America and the Caribbean*) (in English only) (six issues in the biennium) (high correlation with expected accomplishment 1).

5. Advisory services

(i) Provision of technical cooperation services to countries in the region, including Government ministries and agencies, business and trade promotion organizations, SME promotion agencies, and other stakeholders, at their request, to strengthen their capacities for the design and implementation of trade policies (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation services to countries of the region, business and trade promotion organizations and other stakeholders, at their request, in areas relating to trade and sustainable development (high correlation with expected accomplishment 2).

(iii) Provision of technical cooperation services to countries of the region, business and trade promotion organizations and other key stakeholders, at their request, on the relations between trade and social issues such as poverty, income distribution, productivity gaps, and employment creation (high correlation with expected accomplishment 2).

(iv) Provision of technical cooperation services to countries of the region, business and trade promotion organizations and other key stakeholders, at their request, on public-private partnerships for development, and issues relating to corporate social responsibility, including new challenges in the performance of corporate governance (high correlation with expected accomplishments 1 and 2).

(v) Provision of advisory services to countries of the region, business and trade promotion organizations and other stakeholders, at their request, in areas relating to the follow-up to global trade summits and high-level meetings (high correlation with expected accomplishments 1 and 2).

6. Training courses, seminars and workshops

(i) Cooperation with Government entities, academic institutions, universities and regional bodies for the development of training activities to harness the region's participation, particularly that of SMEs, in the global supply chain networks in manufactures, services and natural-resource-based products. Other issues to be addressed upon request will be the incorporation of social issues in trade policy, and public-private partnerships for development (high correlation with expected accomplishments 1 and 2).

7. Technical cooperation projects

(i) During the biennium, extra-budgetary projects are expected to be undertaken in the areas of trade policies and strategies, adaptation to climate change, mitigation policies and participation by SMEs in value chains (high correlation with expected accomplishments 1 and 2).

The implementation of operational activities such as advisory services; training activities, and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

The ECLAC office in Brasilia will be responsible for the execution of the activity indicated in subparagraph 3 (iii), which will be partially subject to the availability of extrabudgetary resources. The ECLAC office in Washington, D.C., will be responsible for the execution of the activities indicated in subparagraph 2 (iii), 3 (x), and 4 (ii), (iii) and (iv), and will contribute to the activities indicated in subparagraph 5 (iv).

Subject area 1.2: Trade negotiations and regional integration

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts to examine regional integration efforts in relation to trade and investment relations among the countries of the region, and their national trade and development strategies (high correlation with expected accomplishments 1 and 2).

(ii) A meeting of experts to consider developments in, and the outlook for, cooperation and trade facilitation initiatives in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

(iii) A meeting of experts to examine the comparative strategies for participation in global value chains (high correlation with expected accomplishments 1 and 2).

2. Recurrent publications

(i) A study to examine multilateral negotiations, and the way the policies of the main industrialized countries tie in with those of developing regions with emphasis on Latin America and the Caribbean (moderate correlation with expected accomplishment 2).

(ii) Studies on developments and prospects for (sub)regional integration (one per year) (high correlation with expected accomplishments 1 and 2).

3. Non-recurrent publications

(i) A study on the obstacles to the implementation of trade facilitation measures in selected countries in the region and the solutions applied by other regions in similar cases (high correlation with expected accomplishment 2).

(ii) A study to assess the impact of international trade cooperation initiatives in selected countries of the region (high correlation with expected accomplishment 2).

(iii) A study to assess the impact of regional and subregional integration initiatives on selected countries of the region (high correlation with expected accomplishment 2).

(iv) Three studies on the consequences of climate change and policy reactions on trade and competitiveness in selected countries in the region (moderate correlation with expected accomplishment 2).

(v) A study on the impact of bilateral trade agreements on the integration process (moderate correlation with expected accomplishments 1 and 2).

(vi) A study on the use of international trade standards to improve competitiveness in selected countries in the region (moderate correlation with expected accomplishment 2).

4. Other substantive activities

Technical material

(i) Updating, maintenance and expansion of the Integrated Database of Trade Disputes for Latin America and the Caribbean (IDATD), which covers comprehensive analysis of trade disputes in WTO, the four subregional integration schemes, and the North American Free Trade Agreement (NAFTA) (high correlation with expected accomplishments 1 and 2).

5. Advisory services

(i) Provision of advisory services to countries and organizations of regional integration, upon request, to harness the benefits accrued from the integration processes (high correlation with expected accomplishment 1).

(ii) Provision of technical cooperation services to countries of the region and other important public- and private-sector entities, at their request, in areas relating to export development strategies, trade facilitation and Aid-for-Trade initiatives (high correlation with expected accomplishment 1).

(iii) Provision of technical cooperation services to countries of the region and other important actors, upon request, in areas relating to negotiation, implementation and administration of trade agreements and multilateral rules (high correlation with expected accomplishment 1).

The implementation of operational activities including advisory services, training activities and the implementation of field projects will be subject to the availability of extrabudgetary resources.

6. Intermediate activities

(i) Coordination of inter-agency activities with other United Nations bodies and other organizations working in the area of trade, subregional integration institutions, and regional development banks (high correlation with expected accomplishments 1 and 2).

(ii) Coordination of inter-agency activities in the framework of the Tripartite Committee to follow up on hemispheric integration initiatives (ECLAC, OAS and IDB) (high correlation with expected accomplishment 1).

(iii) Coordination of activities in the framework of the Summit of the Americas process (high correlation with expected accomplishment 1).

(iv) Coordination of activities in the framework of the Pathways to Prosperity process (high correlation with expected accomplishment 1).

The ECLAC office in Washington, D.C., will be responsible for the execution of the activities indicated in subparagraph 6 (ii), (iii) and (iv).

The implementation of the operational activities including advisory services, training activities and the implementation of field projects will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 2: PRODUCTION AND INNOVATION

Presentation

The food, energy, economic and financial crises that undermined the global economy at the turn of the last decade unmasked significant structural differences in the economies of the region and in their capacities to respond to external shocks. Common underlying factors, however, are the persistence of structural heterogeneity (i.e. marked asymmetries between segments of enterprises and workers and the fact that the bulk of jobs are concentrated in relatively-low-productivity sectors), weak structural change and low production diversification. Understanding the main drivers of growth in pre- and post-crisis years and the process of accumulation of techno-productive and institutional capabilities is vital for sustaining steady progress and assisting the countries of the region to foster long-run productivity growth and greater equality (including gender equality) in the region.

The last few years following the crises have brought attention —again— to industrial policies and the need for macroeconomic policies that can promote productive development without compromising macroeconomic stability. This is summed up in the term “macroeconomics for development”, an ECLAC coinage. It marks a rupture with the period of economic liberalization which, in the previous two decades, redefined the region’s industrial structure through openness to international trade and competition.

The renewed interest in industrial policies is an opportunity to foster structural change, promote production diversification, encourage the development of knowledge-intensive sectors and technological capabilities, and reduce the productivity gap with other regions and the high degree of heterogeneity in domestic productivity. These improvements are key requirements for competitiveness in globalized markets and to determine the intensity and direction of post-crisis recovery. The region needs to recompose and redefine the productive structure at the microeconomic level, to avoid the risk of “reprimarization” that comes with high commodity prices. The challenge is to take advantage of the favourable terms of trade to promote more diversified and inclusive economies.

Heterogeneity in productivity and technological capabilities is especially significant in the agricultural sector, where a modern, highly productive and technology-intensive agro-exporting sector coexists with a large, diverse and heterogeneous traditional sector in which productivity levels have increased little during the last decades. Closing these productivity gaps provides an opportunity for an environmentally friendly increase in food production because it does not entail extending the agricultural frontier. Innovation will play a strategic role in making the most of such opportunities, as well as in increasing the value added of agricultural exports, diversifying markets and products and promoting a more inclusive form of agriculture. Innovation will also be instrumental in providing more sustainable ways to increase food production through intensification in lands already cropped or in new lands which can be suitable for agricultural production.

In the manufacturing sector, small and medium-sized enterprises (SMEs) also lag far behind other enterprises in productivity and export capacity. Differences in productivity within countries (between large enterprises and others) are much greater in Latin America than in developed countries, reflecting a weakly diversified productive structure and lack of linkages between sectors and firms. Large enterprises (both national and transnational) can play an important role in determining the future profile of the productive structure, but microeconomic market incentives are biased towards traditional sectors.

Productive development policies should also start addressing the new challenges derived from climate change and increased environmental concern. This is especially relevant for regional agriculture. The task of addressing climate change in agriculture, for example, demands more R&D and innovation in varieties more resilient to water and heat stresses; more R&D and innovation in production systems better adapted to climate variability and extreme weather events; more socioeconomic research on how farmers perceive climate change and how they react to it. Lastly, R&D and innovation policies are also required for moving towards a lower carbon economy, i.e. with a better balance of greenhouse gas (GHG) emissions along the production chains. The region should pay attention to these new production paradigms, which very likely will define competitiveness in the next few decades.

The growing awareness within national and local governments regarding the need for proactive agricultural and industrial policies, as well as for SME policy is, however, hindered (in many countries of the region) by weak institutional capabilities that constrain public-policy formulation and implementation. Moreover, countries must overcome the loss of synergy and waste of resources that have resulted from their previously fragmentary approach. Without falling into inefficient centralism, players should be encouraged to coordinate their actions strategically within a systemic perspective, paying attention to the development of institutions capable of providing long term stability.

In the context of post-crisis recovery, the role of institutions and the rules governing markets will need to be enhanced and the role of the State re-defined to provide direction and leadership in order to diversify production structures and build more inclusive societies. New paradigms must be developed and disseminated —e.g., in the fields of biotechnology, nanotechnology and information and communication technologies (ICT)—, whose potentialities have not been fully explored and for which financial support will be needed should private funding prove unavailable. The revolution that comes with the convergence of these new technologies will change production processes as we know them today and Governments must do all in their power to ensure that the region keeps pace.

Against this backdrop, the strategic vision of this subprogramme will be based on: (i) the need to strengthen public-policy efforts to achieve productive convergence and meet goals of technological development and productivity in all productive sectors and (ii) a comprehensive approach to innovation and technology, which is summarized in terms of a national innovation system. In this respect, emphasis will also be placed on new technologies aimed at increasing social innovation and strengthen the competitiveness of small-scale family agriculture and small and medium-sized enterprises (SMEs). The subprogramme will be aimed at further strengthening the development of production sectors, fostering production convergence and reducing productivity gaps in Latin America and the Caribbean, in particular in relation to the following: (a) agriculture, agro-industry, other industrial activities and services; (b) foreign investment and transnational corporations; (c) domestic economic agents, ranging from family farming and small firms to large domestic groups, and relations between public and private agents; and (d) innovation and new technologies, with emphasis on information and communications technologies, biotechnologies and nanotechnology.

The proposed activities seek to pursue the medium-term objectives of the subprogramme and to achieve the expected accomplishments during the biennium. The progress achieved will be measured by the indicators described below.

Logical framework of the subprogramme:

Objective of the organization: To foster productivity convergence and innovation in Latin America and the Caribbean with due consideration to sustainable development and the linkages with the global economy

Expected accomplishments of the secretariat	Indicators of achievement
(a) Strengthened capacity of Latin American and Caribbean Governments to formulate policies and strategies for transforming the production structure with a focus on the most innovative sectors and the creation of linkages between firms as well as between sectors	(a) (i) Increased number of policies or measures adopted by countries of the region aimed at transforming their production structures in line with ECLAC recommendations (ii) Increased number of Government authorities and public institutions who acknowledge that they have benefited from technical cooperation services provided by ECLAC or from analytical inputs at inter-governmental meetings aimed at changing their production structures
(b) Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster productivity convergence, encourage innovation and support the incorporation of new technologies to productive and management processes	(b) (i) A higher percentage of participants in seminars, workshops or training courses of the subprogramme who acknowledge that they have benefited from technical cooperation services provided by ECLAC to improve their capacity to foster productivity convergence, encourage innovation and support the incorporation of new technologies (ii) Increased percentage of readers who acknowledge that they have benefited from the analysis and policy recommendations relating to investment patterns, competitiveness, agricultural and rural development contained in the publications <i>Foreign Direct Investment in Latin America and the Caribbean</i> , <i>The Outlook for Agriculture and Rural Development in the Americas</i> and other selected publications of the subprogramme

Strategy

The Division of Production, Productivity and Management, which has recently been restructured along the thematic lines to be addressed, will be responsible for the implementation of the subprogramme. Work will be carried out in close coordination with other ECLAC divisions and offices, in particular the International Trade and Integration Division and the Commission's national offices in Buenos Aires and Montevideo in areas relating to internationalization of small and medium-sized enterprises (SMEs), productive development policies and analysis of specific productive sectors. The Division will also continue to mainstream the gender perspective into the work of the subprogramme and consolidate the new area of work on information and communication technologies (ICTs) and gender, which will be developed for the twelfth session of the Regional Conference on Women in Latin America and the Caribbean, to be held in 2013. The strategy to be followed will take special account of the relevant provisions relating to the goals and targets deriving from the Millennium Declaration, particularly on

reducing extreme poverty and hunger by promoting productive employment, the global partnership for development, a commitment to good governance, development and poverty reduction and the dissemination of the benefits of new technologies, especially ICTs.

Emphasis will be placed on the following areas: new technologies (information and communications technologies, biotechnologies for health, industry and agriculture, new energy sources and nanotechnologies), information systems, SME promotion policies, and productive development policies.

Under the subprogramme, economic analyses will be conducted together with applied research based on the generation, processing and analysis of information and indicators in various databases; the results will be disseminated and policy recommendations will be submitted to Governments and other relevant stakeholders. The Division will promote policy advocacy and the exchange of experiences and best practices with respect to the dynamics of productive development among stakeholders at the regional, national and local levels through meetings, seminars and electronic forums. In addition, the creation and operation of networks will be supported to generate, update and disseminate knowledge. The strategy will also include the provision of technical cooperation services, such as specific training courses and workshops.

In order to achieve the expected accomplishments, strategic partnerships will be established with Governments and institutions, at the national and local levels and in the various subregions (Southern Cone, Central America, Andean Community, and the Caribbean).

The main beneficiaries of the subprogramme will be Government authorities and public officials of the countries in the region as well as a variety of civil society organizations, academic and private-sector institutions, and local, regional and subregional organizations. The subprogramme will continue to carry out consultations and work in close collaboration with high-level authorities responsible for innovation, agricultural and industrial development, investment and the promotion of SMEs and the specialized agencies, funds and programmes of the United Nations system.

Member States will also benefit from the increased visibility of the work of the subprogramme through the continuous updating and development of the Commission's website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following conditions:

(a) The regional authorities continue to attach a high priority to improving their awareness and knowledge of issues covered by the subprogramme as well as to making the relevant statistics available at both the regional and the international level.

(b) The international community continues to support and attach a high priority to the region's concerns and needs with respect to its productive development policies in the context of the regional and international development agenda. In this regard, guidelines established by the General Assembly and the Economic and Social Council as well as the internationally agreed development goals, including those deriving from the Millennium Declaration, will be taken into account.

Activities

Subject area 2.1: Analysis of recent developments and trends in the region's production structure and its sectors

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts to analyse recent developments in structural change in the region. (high correlation with expected accomplishments 1 and 2).

(ii) A meeting of experts to analyse regional and national policies for the agricultural sector in the Latin America and the Caribbean and other development regions in the world, especially policies for family agriculture (high correlation with expected accomplishments 1 and 2).

2. Recurrent publications

(i) *The Outlook for Agriculture and Rural Development in the Americas: A Perspective in Latin America, 2014*. Publication that reviews trends and policy developments in the agricultural sector and provides updated statistical information; it includes every year a special report on emerging issues in agriculture and rural development. It is jointly produced by ECLAC, the FAO Regional Office for Latin America and the Caribbean and the Inter-American Institute for Cooperation on Agriculture (IICA) (high correlation with expected accomplishment 1).

(ii) *The Outlook for Agriculture and Rural Development in the Americas: A Perspective in Latin America, 2015*. Publication that reviews trends and policy developments in the agricultural sector and provides updated statistical information; each year, a special report is included on emerging issues in agriculture and rural development. It is produced jointly by ECLAC, the FAO Regional Office for Latin America and the Caribbean and IICA. (high correlation with expected accomplishment 1).

(iii) A study on the dynamics of the production structure of the countries of the region. Special attention will be paid to the similarities and differences in the production structures and their policy implications (high correlation with expected accomplishment 2).

(iv) A study on the productive development policies applied in selected subsectors and countries of the region (high correlation with expected accomplishment 2).

3. Non-recurrent publications

(i) A study on structural change in the agricultural sector in the region and its impacts on relevant agricultural and rural development policies. This study will take advantage of new agriculture census data that will be available by 2014 (moderate correlation with expected accomplishment 1).

(ii) A study on structural change in the rural economies in the region and its impacts on relevant sectoral and rural development policies. This study will take advantage of new agriculture and population census data that will be available by 2014 (moderate correlation with expected accomplishment 1).

(iii) A study on technological and institutional innovations and policy developments for climate change mitigation and adaptation in the region (high correlation with expected accomplishments 2).

(iv) Departmental Competitiveness Ranking of Colombia (high correlation with expected accomplishment 1).

(v) A study on regional development in Colombia (high correlation with expected accomplishments 1 and 2).

The ECLAC office in Bogotá will be responsible for the execution of the activities referred to in subparagraph 3(iv) and (v), which will be partially subject to the availability of extrabudgetary resources.

4. Other substantive activities

Technical material

(i) Development, maintenance and update of databases on agriculture and the rural economy, manufacturing industry and ICT, based on information from censuses, household surveys or other microdata sources for the Latin American and Caribbean countries.

(ii) Development, maintenance and update of the software for the analysis of the competitiveness of nations (TRADECAN).

5. Advisory services

(i) Provision of technical cooperation services to the countries of the region upon request in policymaking relating to promotion of agricultural and rural development and the development of mechanisms for incorporating small-scale family farming into value added agricultural and agro-industrial chains (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation services to the countries of the region upon request in areas relating to the design and implementation of productive development and competitiveness policies and strategies (high correlation with expected accomplishments 1 and 2).

(iii) Provision of technical cooperation services to the countries of the region upon request in areas relating to the design and coordination of regional and national innovation and productive development policies (high correlation with expected accomplishments 1 and 2).

6. Training courses, seminars, workshops

Cooperation with Government entities, academic institutions, universities, international organizations and regional bodies for the development of training activities in areas relating to productive and corporate development in agriculture, the rural economy and industry at the regional, national or local level (moderate correlation with expected accomplishments 1 and 2).

7. Technical cooperation projects

During the biennium, extrabudgetary analytical projects will be launched on recent developments and trends in the region's production structure and sectors.

The implementation of operational activities including advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 2.2: Analysis of the behaviour of the main economic agents in the region

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts to examine investment strategies of transnational companies in subsectors and countries of the region (high correlation with expected accomplishment 2).

(ii) A meeting of experts to analyse the main developments regarding support policies for SMEs in selected subsectors and countries of the region (high correlation with expected accomplishment 2).

2. Recurrent publications

(i) *Foreign Direct Investment in Latin America and the Caribbean 2014* (high correlation with expected accomplishment 1).

(ii) *Foreign Direct Investment in Latin America and the Caribbean 2015* (high correlation with expected accomplishment 1).

3. Non-recurrent publications

(i) A study on the dynamics of transnational corporations in the region in selected subsectors and countries of the region (high correlation with expected accomplishment 2).

(ii) A study on policies to promote innovation in SMEs in selected countries of the region (high correlation with expected accomplishments 2).

(iii) A study on the policies for SMEs in selected countries of the region (high correlation with expected accomplishment 2).

(iv) A study on the links between productive and social development with a territorial and gender perspective (high correlation with expected accomplishments 1 and 2).

The ECLAC office in Buenos Aires will be responsible for the execution of the activities referred to in subparagraph 3 (iv), which will be partially subject to the availability of extrabudgetary resources; the office will also provide substantive support in connection with other outputs of the subprogramme.

4. Technical material

Development, maintenance and updating of statistical information on investment and corporate activity of main economic agents in the region (high correlation with expected accomplishment 1) (high correlation with expected accomplishments 1).

5. Advisory services

(i) Provision of technical cooperation services to the countries of the region upon request in policymaking for the promotion of foreign direct investment (FDI) and subcontracting of networks of transnational companies and local firms (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation services to the countries of the region upon request in areas relating to small and medium-sized enterprises (high correlation with expected accomplishments 1 and 2).

(iii) Provision of technical cooperation services to the countries of the region upon request in areas relating to small-scale family agriculture (high correlation with expected accomplishments 1 and 2).

6. Training courses, seminars, workshops

(i) Cooperation with Government entities, academic institutions, universities, international organizations and regional bodies for the development of training activities in areas relating to foreign direct investment (FDI) strategies at national and local levels (high correlation with expected accomplishments 1 and 2).

(ii) Cooperation with Government entities, academic institutions, universities, international organizations and regional bodies for the development of training activities in areas relating to SME promotion (high correlation with expected accomplishments 1 and 2).

7. Technical cooperation projects

During the biennium, it is expected that extrabudgetary projects will be launched on foreign direct investment, SMEs and small-scale family agriculture.

The implementation of operational activities including advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 2.3: Analysis and trends in innovation, technology and knowledge

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts to analyse the region's priorities regarding innovation for development (high correlation with expected accomplishment 2).

(ii) A meeting of experts to study the trends in the use of ICT and related networks at the local, national and regional levels (high correlation with expected accomplishments 1 and 2).

2. Non-recurrent publications

(i) A study on strategies for the development, incorporation and convergence of new technologies at the national and regional level for selected types of economic agents and countries (high correlation with expected accomplishments 1 and 2).

(ii) A study on new technologies and innovation for development (high correlation with expected accomplishments 1 and 2).

(iii) A study on innovation for sustainable productive development in SMEs in selected subsectors and countries of the region (high correlation with expected accomplishments 1 and 2).

(iv) An updated publication of the biotechnology project and enterprises map of Argentina (high correlation with expected accomplishments 1 and 2).

(v) A study on trends in the use of ICT among economic agents and subsectors in countries of the region (high correlation with expected accomplishments 1 and 2).

(vi) A study on industrial and innovation policies implemented in Brazil since 2002 and their impact on institution-building (high correlation with expected accomplishments 1 and 2).

The ECLAC offices in Buenos Aires and Brasilia will be responsible for the execution of the activities referred to in subparagraph 2 (iv) and 2 (vi), respectively, which will be partially subject to the availability of extrabudgetary resources; they will also be responsible for providing substantive support for other outputs of the subprogramme.

3. Advisory services

(i) Provision of technical cooperation services to the countries of the region upon request in areas relating to the development of innovation systems at the national, sectoral and local levels (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation services to the countries of the region upon request in areas relating to policies in ICTs and other new and emerging technologies (high correlation with expected accomplishments 1 and 2).

The ECLAC office in Buenos Aires will be partially responsible for the execution of the activities referred to in subparagraph 3, which will be partially subject to the availability of extrabudgetary resources.

4. Training courses, seminars and workshops

(i) International School on Latin American economies, 2014 (high correlation with expected accomplishments 1 and 2).

(ii) International School on Latin American economies, 2015 (high correlation with expected accomplishments 1 and 2).

(iii) International School on Innovation Policy Management in Latin America, 2014¹ (high correlation with expected accomplishments 1 and 2).

(iv) International School on Innovation Policy Management in Latin America, 2015 (high correlation with expected accomplishments 1 and 2).

¹ The execution of the activity is subject to the availability of extra budgetary resources.

(v) Cooperation with Government entities, academic institutions, universities and regional bodies for the development of training activities in areas relating to innovation for development; and policies for ICTs and other new and emerging technologies (high correlation with expected accomplishments 1 and 2).

The execution of activities (iii) and (iv) are subject to the availability of extra-budgetary resources.

5. Technical cooperation projects

During the biennium, extra-budgetary projects will be launched on new and emerging technologies and policies to promote science and technology and innovation systems.

The implementation of operational activities, including advisory services, training activities and the implementation of technical cooperation projects, will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 3: MACROECONOMIC POLICIES AND GROWTH

Presentation

The last 15 years demonstrated forcefully the relevance of external factors for the economic development of Latin America and the Caribbean. After enduring a series of crises beginning in 1997—some entirely exogenous in origin, the countries of the region experienced economic growth rates, between 2003 and 2008, that surpassed any seen for at least two decades. This upswing was interrupted by the impact of the global financial and economic crisis in 2008-2009, although, during the second half of 2009, the region returned to an economic growth path—quicker and stronger than expected. By the end of 2011, however, global economic turmoil again threatened the sustainability of an economic expansion that would have been able to satisfy the multiple economic and social needs of the region.

The second outstanding feature during the recent period was the shoring up of economic policies aimed at increasing resilience and reducing vulnerability to external shocks. For example, during the 2003-2008 period, many countries took advantage of favourable external conditions to reduce their public debt, improve their debt profile and build up international reserves. Thanks to these measures, the countercyclical policies implemented during the crisis of 2008-2009 proved to be highly satisfactory. Moreover, based on the experiences of the 1980s and 1990s, as well as on an analysis of these recent crises, a necessary discussion on the adequate combination of market forces and public policies re-emerged in many countries.

The period of relatively high growth had a positive impact on economic, as well as social indicators, such as the ones used to measure the progress regarding the Millennium Development Goals. However, the performance of subregions was diverse and, in general, significant development bottlenecks remained, such as gaps in social and physical infrastructure that require significant increases in investment, low levels of domestic savings, deep productivity gaps within the economies of the region, high levels of inequality and—in spite of recent progress—poverty and other threats to social cohesion.

The global financial and economic context is expected to be highly volatile in the coming years. Low growth in many parts of the world will mean weaker demand for Latin American and Caribbean products and services. Recently, this weakness has been partially counterbalanced by the dynamism of emerging economies, especially in Asia, but this dynamism may subside long before growth picks up in the developed economies.

In view of this complex setting, the regional economic development agenda will need to address a broad array of issues, including the design of macroeconomic policies to: (i) generate growth and good quality employment; (ii) redistribute income, deepen and improve access to financial systems; (iii) strengthen financial systems and increase domestic saving in order to reduce the dependence on external saving for financing investment; (iv) reduce the vulnerability to fluctuations on international goods and capital markets; (v) provide incentives for reducing the high dependence on commodities; (vi) further lower the debt burden and improve debt profiles; and (vii) strengthen fiscal sustainability as a basis for financing public investment and social policies, even in the midst of a turbulent economic situation, through adequate taxation (including income tax, royalties and other taxes) and expenditure policy. All this must be achieved as public policymakers pursue democratic institution-building, protection of the environment and equal opportunities for men and women. The policy priorities for each country and subregion depend on the specific bottlenecks to growth and development that have to be overcome.

The proposed activities are aimed at pursuing the medium-term objectives of the subprogramme and achieving the expected accomplishment during the biennium. Progress achieved will be measured by the indicators described below.

Logical framework of the subprogramme

Objective of the organization: To achieve economically sustainable growth in Latin American and Caribbean countries by enhancing the design and implementation of suitable macroeconomic policies

Expected accomplishments of the secretariat	Indicators of achievement
(a) Increased awareness and understanding among policymakers and other stakeholders in Latin America and the Caribbean of current and emerging macroeconomic issues in a highly volatile environment	(a) (i) Percentage of readers who report having benefited from the analysis of macroeconomic issues contained in the publications <i>Economic Survey of Latin America and the Caribbean</i> , <i>Preliminary Overview of the Economies of Latin America and the Caribbean</i> , and other selected publications (ii) Number of references to the subprogramme publications and activities included in publications from central banks, ministries, legislative bodies and other official sources
(b) Increased capacity of policymakers of Latin America and the Caribbean to analyse, design and implement macroeconomic policies that strengthen long-term economic growth and improve its impact on key social variables	(b) (i) Percentage of participants in networks organized under the subprogramme who consider the work of the forums and their policy recommendations on macroeconomic issues and long-term growth-enhancing policies as “useful” or “very useful” for their work (ii) Number of actions, steps or measures taken by national Governments in the area of macroeconomic policy that take ECLAC recommendations into account

Strategy

Substantive responsibility for the execution of the subprogramme rests with the Economic Development Division, which will work in close collaboration with the ECLAC subregional headquarters in Mexico City and Port of Spain and the Commission’s national offices in Buenos Aires, Brasilia, Bogota, Montevideo and Washington, D.C.

Under the subprogramme, the Division will conduct applied research into the macroeconomic performance and policies of Latin American and Caribbean countries, as well as the region as a whole; and will continue to refine its forecasting capacities; and provide timely and accurate information, analyses and policy options and recommendations through its recurrent and specialized publications, workshops and seminars. The Division will also support the establishment and operation of networks for sharing experiences and good practices and provide technical cooperation activities and advisory services as requested.

To ensure accuracy of information, relevance of its publications and contribution to policy dialogues, the Division will collaborate closely with its national counterparts, namely ministries of

finance, central banks and other stakeholders concerned with macroeconomic policies, which will also be the main direct beneficiaries of the subprogramme. Other beneficiaries will include academia and research institutes, the private sector and civil society. Collaboration with other regional and subregional institutions as well as other entities of the United Nations, such as the Department of Economic and Social Affairs (DESA) and the International Labour Organization (ILO), will be pursued.

Lastly, member States will benefit from increased visibility of the work carried out under the subprogramme through the continuous updating and development of the Commission's website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

External factors

The objective and expected accomplishment of the subprogramme will be achievable based on the following assumptions:

(a) Economic policies take into account this complex context in order to make maximum progress towards achieving economic and social well-being for the people of Latin America and the Caribbean. The external context will be less favourable for the economic development of Latin America and the Caribbean. Global growth, commodity prices and financial markets are expected to be considerably more volatile than during much of the past decade; this will impose tighter conditions on the economic development of the region.

(b) The international community supports and attaches a high priority to the concerns and needs of ECLAC member States with respect to their macroeconomic policies and economically sustainable growth strategies in the context of the regional and international development agenda. In this regard, the guidelines established by the General Assembly and the Economic and Social Council, as well as internationally agreed development goals, including those deriving from the Millennium Declaration, and instruments adopted at the World summits and conferences in the economic and social spheres, will be taken into account.

Activities

Subject area 3.1: Review and analysis of the performance of the Latin American and Caribbean economies

1. Recurrent publications

(i) *Economic Survey of Latin America and the Caribbean, 2013-2014* (high correlation with expected accomplishment 1).

(ii) *Economic Survey of Latin America and the Caribbean, 2014-2015* (high correlation with expected accomplishment 1).

The *Economic Survey* is prepared annually and published towards the end of the first semester. It consists of three parts. Part one summarizes recent trends in Latin America and the Caribbean, analysing changes and trends that have occurred in the region as well as economic policy. Part two presents a set of studies on an economic development issue of major relevance to the region. Part three contains reports on

individual countries of the region and for each a systematic analysis of its economic performance is presented. A Statistical Appendix provides statistical tables with information on key economic indicators.

(iii) *Preliminary Overview of the Economies of Latin America and the Caribbean, 2014* (high correlation with expected accomplishment 1).

(iv) *Preliminary Overview of the Economies of Latin America and the Caribbean, 2015* (high correlation with expected accomplishment 1).

The *Preliminary Overview* contains a description and assessment of the region's annual economic performance and is published at the end of each year. It presents the detailed up-to-date information on the comparative results of the macroeconomic variables of the region as a whole and of the individual countries. Additionally, this publication presents economic growth forecasts for the next year.

Outputs 1 (i), (ii), (iii) and (iv) are prepared with substantive contributions from the ECLAC subregional headquarters in Mexico City and Port of Spain and national offices in Bogota, Brasilia, Buenos Aires, Montevideo and Washington.

2. Non-recurrent publications

(i) A study on a high priority issue relating to the economic situation in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

3. Other substantive activities

Technical material

(i) Regular updating and improvement of databases on economic performance in Latin America and the Caribbean, in particular those containing the information needed for the preparation of the aforementioned recurrent publications (high correlation with expected accomplishment 1 and 2).

(ii) Development and maintenance of an observatory of public policies implemented in Latin America and the Caribbean that monitors and evaluates public policies implemented in the region, with emphasis on fiscal policy, and including equality and the gender perspective among the fiscal topics to be monitored (high correlation with expected accomplishment 1 and 2).

(iii) Quarterly publication of macroeconomic indicators in Argentina (high correlation with expected accomplishment 1 and 2).

(iv) Monthly publication of the statistical bulletin on the performance of the Brazilian economy (issued in English, Portuguese and Spanish) (high correlation with expected accomplishment 1 and 2).

The ECLAC offices in Buenos Aires and Brasilia will be responsible for the delivery of outputs referred to in 3 (iii) and (iv), respectively. The delivery of these outputs is subject to the availability of extrabudgetary resources.

The implementation of operational activities including advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 3.2: Analysis of development strategies and economic and social policies in the region

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts on a selected macroeconomic policy issue of high relevance to the region (high correlation with expected accomplishment 1 and 2).

(ii) A meeting of experts on a selected issue relating to linkages between Latin America and the Caribbean and the global economy (high correlation with expected accomplishment 1 and 2).

(iii) Meeting of experts to consider new progress in modelling open economies and its contribution to short-term forecasting (high correlation with expected accomplishment 1 and 2).

2. Non-recurrent publications

(i) A study on a high priority aspect concerning the macroeconomic situation in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

(ii) A study on a high priority subject relating to sustainable economic growth, the labour market, equal opportunities and the gender perspective in the region (high correlation with expected accomplishments 1 and 2).

(iii) A study on a high priority issue concerning the fiscal policy implemented in the region (high correlation with expected accomplishments 1 and 2).

(iv) A study on a high priority monetary policy issue in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

(v) A study on policies to foster sustainable economic growth in the region (high correlation with expected accomplishments 1 and 2).

(vi) A study on strategies for the financial development in the region (high correlation with expected accomplishments 1 and 2).

(vii) A study on the dynamics of the external sector and its influence on growth in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

(viii) A study on a high priority issue relating to institutional development in the region (high correlation with expected accomplishments 1 and 2).

(ix) A study on employment dynamics in Argentina (high correlation with expected accomplishments 1 and 2).

(x) A study on Brazilian credit and financial markets and their evolution in the first decades of the XXI century and their contributions to economic growth and income distribution in that period (high correlation with expected accomplishments 1 and 2).

(xi) A study on the relevant aspects for the region of the economic situation in Colombia (high correlation with expected accomplishments 1 and 2).

(xii) A study on economic and social measurement in Colombia (high correlation with expected accomplishments 1 and 2).

(xiii) A study on a selected macroeconomic development topic in the Uruguayan economy in a growth-enhancing framework (high correlation with expected accomplishments 1 and 2).

The ECLAC offices in Buenos Aires, Brasilia, Bogotá and Montevideo will be responsible for the delivery of outputs referred to in 2. (ix); 2.(x); 2.(xi, xii) and 2.(xiii), respectively. The delivery of these outputs is subject to the availability of the extrabudgetary resources necessary to undertake the respective projects.

3. Advisory services

(i) Provision of technical cooperation services to countries of the region, upon request, in relation to the design and implementation of growth-oriented macroeconomic policies. Areas of cooperation may include macroeconomic policy coordination, the design and implementation of fiscal policies and structural reforms, among others (high correlation with expected accomplishment 2).

(ii) Provision of technical cooperation services to member States and regional bodies, upon request, in the development of systems for monitoring and modelling economic development and the design of analytical indicators (high correlation with expected accomplishment 2).

4. Training courses, seminars and workshops

(i) Cooperation with Government entities, universities, non-governmental organizations and regional and subregional bodies in support of training activities on topics relating to fiscal policy and labour-market institutions (high correlation with expected accomplishments 1 and 2).

5. Technical cooperation projects

(i) During the biennium, it is expected that a project will be under way on issues relating to fiscal policies (high correlation with expected accomplishment 2).

(ii) During the biennium, it is expected that a project will be under way on issues relating to labour-market policies (high correlation with expected accomplishment 2).

The implementation of operational activities including advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 4: FINANCING FOR DEVELOPMENTPresentation

Latin American and Caribbean countries have traditionally had limited scope for financing economic and social development because their low rates of national saving, the shortcomings of their national financial systems and their underdeveloped capital markets have made it difficult for them to generate and mobilize resources. The volatility and procyclical character of private financial flows from abroad and low growth in official development assistance (ODA) pose further constraints.

The global crisis in 2008 and its economic and financial repercussions have called into question the way economic and social development have been financed in the region over the past 20 years and posed new, more serious, challenges for development financing in the future. The region's first response must be to strengthen domestic financial systems by stepping up prudential macroeconomic regulation, control of capital accounts, development of financial markets for boosting the productivity of small and medium-sized enterprises and, lastly, financing social protection. At the same time, the region must assume a more substantial role within the new international financial architecture, which will attach greater importance to governance issues, especially with respect to regulatory changes and their potential impact in the region. Efforts to forge closer financial integration within the region will be of special interest and common reserve mechanisms and regional development banking will be fundamental instruments. In addition, the region, in particular the middle-income countries, should assume a stronger role in the international cooperation system.

The work agendas of the different countries have always reflected concern for improving national capacities to finance the economic and social development strategies, as witness the International Conference on Financing for Development, held in Monterrey, Mexico, in 2002, and the follow-up process and other activities that arose from the Conference and other forums.

The focus of the subprogramme will be on financial policies for development, including prudential macroeconomic regulation at both the domestic and the international level; the development of inclusive financial systems for promoting financing of micro, small and medium-sized enterprises as well as of social protection schemes; and, lastly, the global financial system, the international financial architecture and financial cooperation and integration at the regional level. Consideration will be given to the challenges facing middle-income countries and the question of sources of funding, in particular, official development assistance and innovative financing mechanisms. As regards social protection and the development of microfinance, every effort will be made to take into account the gender perspective.

The proposed activities will contribute to the achievement of the medium-term goal and the expected accomplishments within the framework of the indicators of achievement set out below.

Logical framework of the subprogramme:

Objective of the organization: To foster an efficient generation and allocation of financial resources in Latin America and the Caribbean to support development and equality

Expected accomplishments of the secretariat	Indicators of achievement
(a) Improved capacity of Latin American and Caribbean policymakers to formulate and implement financial policies to generate and allocate domestic resources and mobilize foreign resources for development	(a) (i) Increased number of policies, programmes and plans adopted by countries of the region relating to the generation and allocation of domestic resources and mobilization of foreign resources, as well as prudential macroeconomic regulation in line with ECLAC recommendations and methodologies (ii) Increased percentage of readers who report having benefited from ECLAC analysis and policy recommendations on relevant issues on financing for development contained in the recurrent publications
(b) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to contribute to the debate on reshaping the global and regional financial architecture with special reference to middle-income countries, official development assistance (ODA), and innovative financing mechanisms	(b) (i) Increased number of countries and regional institutions making contributions and proposals in global, regional and national debate forums to improve the financial architecture at the global and regional levels in line with ECLAC recommendations

Strategy

Responsibility for the execution of this subprogramme will rest with the Financing for Development Division, which will collaborate with other ECLAC substantive divisions, subregional headquarters and national offices to deliver its mandates.

The subprogramme will focus on financing for development policies, including macroeconomic regulation both at the local and the international level; the development of inclusive financial systems for the promotion of small and medium enterprises (SMEs) and social protection schemes; as well as the international financial system and architecture, and integration and financial cooperation. In this context, the subprogramme will provide analysis and recommendations on the challenges faced by middle-income countries and on financing sources such as official development assistance (ODA) and innovative financing mechanisms relating to social protection schemes and microfinance development.

The Division will conduct research and analyses on policy options and recommendations for action in the area of financing for development. It will disseminate results through its recurrent and specialized publications and databases, organize meetings and seminars, support the establishment and operation of a specialized community of practice for sharing experiences and best practices, and provide technical cooperation activities and advisory services as requested.

The main beneficiaries of the activities of the subprogramme will be central banks, ministries of finance, regional and subregional development banks, private financial intermediaries, health and pension fund authorities, Government institutions dealing with regional integration, and academic institutions. The subprogramme will work in close collaboration with institutions such as the World Bank, IMF,

OECD, the Bank for International Settlements, and with other United Nations bodies, in particular the Department of Economic and Social Affairs and UNCTAD. Regional partner institutions will include the Andean Development Bank, the Central American Bank for Economic Integration (CABEI), IDB, the Caribbean Development Bank, the Bank of the South and the Latin American Reserve Fund.

Lastly, the work and achievements under the subprogramme will be shared with its beneficiaries through the continuous update and development of the Commission's website and databases and wide dissemination of its main publications and findings at international events and key forums and among policymakers, academics and other stakeholders both within and outside the region.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) The international community supports and attaches a high priority to the concerns and concrete needs of ECLAC member States with respect to financial policies for development.

(b) The development of financial policy and linkages with global financial markets and the tools to access them will be subject to how the external context evolves and which of the possible scenarios materializes. The Latin American and Caribbean region face a very unpredictable international scenario, with the prospect of greater financial volatility of private and official capital flows and real volatility in the terms of trade. It is difficult to predict how the international crisis will evolve, whether there will be a prolonged period of stagnation, or, worse, the appearance of new recessions in developed economies. The performance of the emerging economies, particularly those in Latin America and the Caribbean, will depend on how the situation develops.

Activities

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) Two meetings of experts on a selected issue relating to financing for development (high correlation with expected accomplishments 1 and 2).

(ii) Two meetings of experts on a selected issue relating to domestic, regional and global financial architecture (high correlation with expected accomplishment 2).

2. Recurrent publications

(i) *Report on Financing for Development in Latin America and the Caribbean 2011-2012* (high correlation with expected accomplishments 1 and 2).

(ii) *Report on Financing for Development in Latin America and the Caribbean 2012-2013* (high correlation with expected accomplishments 1 and 2).

The *Report on Financing for Development* will be prepared and published on an annual basis and will consist of two parts. Part 1 will provide an analysis of a financing for development topic of current

relevance and importance for the region. Part 2 will deal with a statistical presentation showing the pattern of financial flows to the region.

3. Non-recurrent publications

(i) Two studies on a high priority issue relating to the financing of social protection in Latin America and the Caribbean (high correlation with expected accomplishment 1).

(ii) Two studies on high priority issues relating to financing of productive sectors and sustainable development (high correlation with expected accomplishment 1).

(iii) Two studies on a high priority aspect of development banking (high correlation with expected accomplishment 1).

(iv) Two studies on a high priority aspect of global and regional financial integration in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

4. Other substantive activities

Technical material

Development and regular updating of a database on financial variables and indicators in Latin America and the Caribbean in particular those containing the information needed for the preparation of the aforementioned recurrent publications (high correlation with expected accomplishments 1 and 2).

5. Advisory services

(i) Provision of technical cooperation services to countries and institutions in the region, at their request, in areas relating to the design and implementation of financing-for-development schemes and policies geared towards social protection (high correlation with expected accomplishment 1).

(ii) Provision of technical cooperation services to countries and institutions in the region, at their request, in areas relating to the design and implementation of financing-for-development schemes and policies geared towards financial and productive development (high correlation with expected accomplishment 1).

6. Technical cooperation projects

During the biennium, it is expected that projects will be undertaken on issues pertaining to financing for development (high correlation with expected accomplishments 1 and 2).

The implementation of operational activities, including advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 5: SOCIAL DEVELOPMENT AND EQUALITY

Presentation

Three years after the 2008 world crisis, Latin American and Caribbean countries face the challenges of high global financial volatility and slow medium-term growth among OECD countries. This situation poses a high level of uncertainty regarding future scenarios of social development within the region. Undoubtedly, the cycle 2003-2011 has been positive in aggregate terms, when considering progress in social protection networks, employment, income distribution and poverty reduction. But the Latin American and Caribbean region still faces enormous social gaps and social debts that must be tackled in order to deal with widespread vulnerability through non-contributory social protection networks (in health services, social security and social assistance), strengthen capabilities (mainly through education) and promote productive and decent employment for all social strata, and increase the redistributive impacts of social expenditure. Policymaking must combine a life-cycle approach with one that seeks to eradicate the exclusion and inequality embedded in the society.

In this respect, the countries of the region should move towards social covenants which build consensus on: (i) the central role of the State in implementing social protection systems and networks based on a human-rights and gender approach, with a clear redistributive impact; (ii) the linkage between labour institutions and social protection systems, the idea being to tie in efforts to reduce vulnerability with increases in productivity and labour-force participation; (iii) placing special emphasis on transversal policies that protect and promote women, youth, ethnic and racial minorities, and people with disabilities; (iv) reinforce and reform educational systems in order to ensure progressive equality in attainment and capacity development; and (v) harmonization of the role of the State, the market, the community and families as main actors in social protection and social care networks, based on a human-rights, gender and equality approach.

Within this framework, emphasis will be placed on the following thematic issues: (a) implementation of social protection systems with a human-rights, gender and equality approach, promoting broader access and integral solidarity frameworks, with a view to bringing about a progressive impact on welfare and productive inclusion among different societal groups; (b) reforms of educational systems designed to achieve progressive equality in attainments and learning among children and youngsters of different socioeconomic, geographical and ethnic origins the overall goal being to tackle the intergenerational reproduction of poverty and inequality; (c) efficient use of public resources and information and communication technologies (ICTs) in order to implement broad-based social policies, with emphasis on capacity development, health services, the empowerment of women and employability of family members of working age, with a view to reducing learning, health, labour and productivity gaps; (d) social institution-building designed to guide public and private efforts to cut off the intra- and intergenerational transmission of poverty and inequality, and to harmonize the role of the State, the market and the family in combining paid and un-paid work, as well as diverse social services; (e) the promotion of new social approaches and the development of comprehensive programmes to support progress for all societal groups, with special emphasis on women, children, youth, ethnic minorities and people with disabilities; (f) the promotion of social covenants which provide political legitimacy and feasibility in order to carry out the reforms and policies mentioned in the former points.

The proposed activities will help to fulfil the medium-term objective of the subprogramme and attain the expected achievements during the biennium, which will be measured using the performance indicators described below.

Logical framework of the subprogramme:

Objective of the organization: To speed up poverty reduction, reduce social vulnerability and promote social equality in the region

Expected accomplishments of the secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean Governments to formulate policies and programmes that address the structural and emerging social risks affecting various socioeconomic groups with a human-rights and equality-based approach	(a) (i) Increased number of social policies, programmes and plans adopted by countries of the region to address the structural and emerging social risks, in line with the Commission's inputs and recommendations (ii) Increased percentage of respondents who acknowledge having benefited from the analysis and recommendations on social policies and programmes contained in the publication <i>Social Panorama of Latin America</i> and other selected publications
(b) Strengthened technical capacities of social policy institutions to reinforce the redistributive impact of public action, improve synergies among social policies, and generate pro-active linkages with other governmental entities and stakeholders with a view to expanding social protection networks and reducing poverty and inequality	(b) (i) Increased number of social policy institutions adopting programmes in line with ECLAC recommendations regarding institutional innovation in the social sector and new forms of networking among governmental entities and stakeholders (ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services and thematic networks created to enhance dialogue and strengthen their capacities to improve the social impact of public action

Strategy

The Social Development Division will be responsible for the implementation of this subprogramme. It will work in close collaboration with other ECLAC divisions, as well as with ECLAC subregional headquarters and national offices and with other agencies within the United Nations system. The strategy will take into account the internationally agreed development goals stemming from the major United Nations conferences in the economic and social fields, including those deriving from the Millennium Declaration. In particular, technical cooperation services will be provided to the countries of the region to follow up on the plans of action adopted by the United Nations international conferences and summits in the social sphere.

The strategy will consist in developing applied research, generating analyses, disseminating results and formulating policy recommendations to strengthen the capacity of stakeholders to make sound diagnostic assessments of social issues for application in policies and programmes. Another important element of the strategy will be to strengthen the existing networks in order to generate, update and disseminate relevant information and facilitate the exchange of experiences and good practices among policymakers, scholars and other stakeholders. The main beneficiaries of the subprogramme will be Government authorities and officials of the countries of the region, especially those responsible for formulating, implementing and managing social policies, programmes and projects as well as regional and subregional organizations; universities and other academic institutions; research centres; and non-governmental organizations.

The subprogramme will also serve as a catalyst for policy dialogue in relation to the regional agenda for poverty eradication, social protection systems with a human-rights and gender approach, and reduction of inequalities. Member States will benefit from the increased visibility of the work of the subprogramme work through the continuous update and development of the Commission's website and databases, and wide dissemination of its main publications and findings at international events and key forums and among policymakers, academics and other stakeholders both within and outside the region.

Lastly, the work and achievements of the subprogramme will be shared with its beneficiaries through the continuous update and development of the Commission's website and databases, wide dissemination of its main publications and findings in international events and key forums involving policymakers, academics and other stakeholders both within and outside the region.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) The international community will support and afford priority to the concerns and needs of the ECLAC member States with respect to social development and the human-rights-based approach to social protection and equality, in accordance with the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those deriving from the Millennium Declaration.

(b) The countries of the region continue to move towards social policies based on broader consensus and a long-term sustainable horizon, focusing on: reducing inequality, poverty and vulnerability in access to the main social development pillars (education, health, social security, decent work, and social assistance); achieving greater attention for the social determinants of economic dynamics; and crafting a human-rights-based approach to development.

(c) The regional and international communities will promote coordination between the various organizations and entities interested in linking issues in the social sphere with demographic trends (the demographic dividend, ageing, falling fertility rates, changes in family structure) and with economic dynamics, in particular trade, integration and international finance, in order to shape new development opportunities in the context of globalization and long-term trends.

Activities

Subject area 5.1: Assessment of the social situation of the population

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts to examine new trends in social protection models with contributory and non-contributory components and their impact on equality (high correlation with expected accomplishments 1 and 2).

(ii) A meeting of experts to examine the advances and challenges of governance, promotion of social covenants and social dialogue (high correlation with expected accomplishment 1).

(iii) A meeting of experts to evaluate the effective entitlement of economic, social and cultural rights of specific population groups and its implications in terms of redistribution of wealth (high correlation with expected accomplishment 1).

(iv) A meeting of experts to evaluate progress in compiling social spending information and its redistributive impact on the national accounts and household surveys of the Latin American and Caribbean countries (high correlation with expected accomplishment 1).

2. Recurrent publications

(i) *Social Panorama of Latin America, 2014* (high correlation with expected accomplishments 1 and 2).

(ii) *Social Panorama of Latin America, 2015* (high correlation with expected accomplishments 1 and 2).

3. Non-recurrent publications

(i) A study on how labour-force participation relates to non-contributory social protection (high correlation with expected accomplishment 1).

(ii) A study on the promotion of ICTs in the implementation of social policies and programmes (high correlation with expected accomplishment 2).

(iii) A study on the progress made in promoting social rights among specific population groups, with special emphasis on overcoming vulnerability, discrimination and exclusion (high correlation with expected accomplishments 1 and 2).

(iv) A study on good practices regarding the construction of social covenants and the promotion of social dialogue in the formulation and long-term sustainability of social policies (high correlation with expected accomplishments 1 and 2).

Outputs 2 (i) and (ii) will be prepared with substantive contributions from the ECLAC subregional headquarters in Mexico City and Port of Spain and the national offices in Bogota, Brasilia, Buenos Aires, Montevideo and Washington, D.C.

4. Other substantive activities

Technical material

(i) Preparation, upon request and in collaboration with other agencies, of substantive inputs for inter-governmental meetings on social protection and equality, such as the Rio Group Presidential Summit, the Latin America and the Caribbean-European Union Summit, and the Ibero-American Summit of Heads of State and Government (high correlation with expected accomplishments 1 and 2).

(ii) Strengthening of the Latin American and Caribbean Network of Social Institutions (RISALC) and other online networks (high correlation with expected accomplishment 1).

5. Advisory services

Provision of technical cooperation services to countries and institutions in the region, at their request, in areas relating to social protection and vulnerable groups (high correlation with expected accomplishments 1 and 2).

6. Training courses, seminars and workshops

Cooperation with Government, academia and non-governmental, regional and subregional institutions in support of training activities on disseminating policies relating to poverty reduction and equality (high correlation with expected accomplishments 1 and 2).

7. Technical cooperation projects

During the biennium, it is expected that projects will be undertaken in the areas of social protection, with emphasis on social rights and a combination of contributory and non-contributory pillars; monitoring the final achievement of the Millennium Development Goals in specific spheres such as reduction of extreme poverty and malnutrition, and improving levels of educational achievement.

The implementation of the operational activities including advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extra budgetary resources.

Subject area 5.2: Social policies for equality and social protection

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts to examine mechanisms for increasing coverage and ensuring progressive equality within social protection systems (high correlation with expected accomplishment 2).

(ii) A meeting of experts for the formulation of new policy recommendations on the rights of specific societal groups (women, children, youth, ethnic minorities and people with disabilities) (high correlation with expected accomplishment 2).

(iii) A meeting of experts to consider the necessary policy adjustments dealing with emerging social risks from a human-rights and equality perspective (high correlation with expected accomplishment 1).

(iv) A meeting of experts on proposed reforms to strengthen the policy-making capacities of social institutions and promote better coordination between different State agents in designing social development strategies (high correlation with expected accomplishment 2).

2. Non-recurrent publications

(i) A study on policies targeting family structures and the care economy within the broader scope of national social protection systems (high correlation with expected accomplishments 1 and 2).

(ii) A study on ways of reducing poverty and improving income distribution by enhancing the distributive impact of public expenditure (high correlation with expected accomplishment 2).

(iii) A study on innovations in social protection networks and health systems in Latin American and Caribbean countries, regarding changing needs in terms of childcare, care for the elderly and/or care of people with disabilities (high correlation with expected accomplishments 1 and 2).

(iv) A study on policy trends and recommendations regarding protection and promotion of specific societal groups (high correlation with accomplishments 1 and 2).

(v) A study on social spending and financing in Colombia (high correlation with expected accomplishments 1 and 2).

(vi) A study on poverty and social protection in Colombia (high correlation with expected accomplishments 1 and 2).

(vii) A study on a high priority social development issue in Uruguay (high correlation with expected accomplishments 1 and 2).

The ECLAC offices in Bogota and Montevideo will be responsible for the delivery of the outputs referred to in 2 (v) and 2 (vi) and 2 (vii) respectively. The delivery of these outputs is subject to the availability of extrabudgetary resources.

3. Advisory services

(i) Provision of technical cooperation services to countries and institutions in the region, at their request, in areas relating to social policy design, implementation of social programmes and management of social programmes and institutions (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation services to countries and institutions of the region, at their request, in areas relating to monitoring and evaluation of social expenditure and social policies (high correlation with expected accomplishment 1).

4. Training courses, seminars and workshops

Cooperation with Government entities, academic, non-governmental, regional and subregional institutions in training activities on policy formulation for poverty alleviation, increasing access to social protection networks and capacity development among different societal groups (high correlation with expected accomplishments 1 and 2).

5. Technical cooperation projects

During the biennium, projects will be undertaken in the following areas: promoting a human-rights approach within social protection systems; social spending and its redistributive impact; and optimizing the use of ICTs for social sectors (high correlation with expected accomplishments 1 and 2).

The implementation of the operational activities including advisory services; training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 6: MAINSTREAMING THE GENDER PERSPECTIVE IN REGIONAL DEVELOPMENTPresentation

The global economic crisis has been impacting negatively on social development and the achievement of gender equality. Social movements have arisen across the world and women have taken leadership for democratic change and gender equality. In order to understand the full impact of these sweeping global changes, it is necessary to consider the areas where discrimination against women can be clearly seen: the ability to generate their own incomes and to control assets and resources (economic autonomy); participation in the decisions affecting their lives and their community (autonomy in decision-making); and control over their bodies, including health and sexuality (physical autonomy). Indeed, women's autonomy in private and public life is essential to their enjoyment of human rights.

The prevailing pattern of division of work between men and women in the region affects women's autonomy, limiting their personal and social development. Economic autonomy is key to achieving gender equality and improving women's lives. Regional problems in this field include poverty, the high number of women with no income of their own, the increasing demands on women since the crisis for them to produce goods and services for their families following loss of family income, unequal distribution of unpaid work, causing women to work longer hours than men in all countries.

There is increasing evidence of women's contribution to the economy and social protection through both paid and unpaid work. This has been acknowledged by the countries in the region in various ways including the constitutional recognition of unpaid work, the design of care policies, the implementation of time-use surveys, and the design of public policies addressing these concerns.

The Brasilia Consensus, which recognizes these problems, has become the main regional mandate since its adoption by the member States at the Regional Conference on Women in Latin America and the Caribbean in Brazil in 2010. Since then, this instrument has been endorsed by all the forums attended by ministers responsible for women's affairs in Latin America, including the: Inter-American Commission of Women (CIM) of OAS; the Ibero-American Conference on Gender of SEGIB; the Council of Ministers for Women in Central America (COMMCA); the Specialized Meeting on Women of MERCOSUR (REM); and the Network of National Mechanisms for Women's Advancement in the Andean Region (REMMA).

The creation of UN-Women has required improved coordination and collaboration among all United Nations agencies concerned with gender equality in order to achieve synergy and improve results. ECLAC has a significant contribution to make given its considerable experience in producing gender statistics, its strong leadership role through the Regional Conference on Women in Latin America and the Caribbean, and its capacity to link global and regional needs and to support national policies through empirical studies. The Gender Equality Observatory has become an important reference for gender statistics and indicators and serves as a useful policy tool for the region.

In executing this programme the Division for Gender Affairs will continue to play an active role in gender mainstreaming within the regional political community in Latin America and the Caribbean with emphasis on the economic empowerment of women. In addition, it will provide support for the implementation of the ECLAC strategy on gender mainstreaming.

Logical framework of the subprogramme:

Objective of the organization: To mainstream the gender perspective into sustainable and inclusive development strategies in Latin American and Caribbean countries

Expected accomplishments of the secretariat	Indicators of achievement
(a) Strengthened capacity of countries in the region to implement gender equality policies in line with international agreements on women's human rights	(a) (i) Increased number of policy actions in priority areas covered by the Gender Equality Observatory for Latin America and the Caribbean in line with international agreements on women's human rights
(b) Strengthened capacity of countries in the region to implement the agreements of the twelfth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to the economic empowerment of women, recognition of women's unpaid work and women's participation in the information society	(b) (i) Increased number of policy actions adopted by the countries of the region in response to the agreements of the twelfth session of the Regional Conference on Women in Latin America and the Caribbean especially in relation to the economic empowerment of women, recognition of women's unpaid work and women's participation in the information society (ii) Increased number of policy actions based on, or resulting from, the application of time-use measurements or indicators proposed by ECLAC, particularly on the promotion of women's economic empowerment (iii) Increased number of stakeholders reporting that they have benefited from technical cooperation from ECLAC, and from participating in horizontal south-south technical cooperation facilitated by ECLAC, to support the implementation of the agreements from the twelfth Regional Conference on Women in Latin America and the Caribbean especially in relation to the economic empowerment of women, recognition of women's unpaid work and women's participation in the information society

Strategy

The Division for Gender Affairs will be responsible for the implementation of the subprogramme. In light of the interdisciplinary nature of mainstreaming the gender perspective in regional development, the subprogramme will work in close coordination with, and provide support to, ECLAC divisions, and subregional and national offices, as requested. This implies incorporating the gender perspective into the different programmes of work of the organization. The objectives will be pursued within the framework of the internationally agreed instruments and mandates.

Support will be provided to member States of the Regional Conference on Women in Latin America and the Caribbean and of the Presiding Officers of the Conference in their efforts to generate new knowledge on gender indicators and statistics and build capacity for developing and collecting gender statistics to inform decision-making, in particular with regard to women's economic empowerment. Governments will also receive assistance in building evidence-based policies for gender equality.

Under the subprogramme, the Division will assist the countries of the region in the development of strategies for mainstreaming the gender perspective in national policies, including their formulation, implementation and monitoring, using statistics and gender indicators.

In particular, the subprogramme will seek to strengthen relations between producers and users of gender statistics through increased knowledge-sharing in order to shed light on the nature of current regional problems. Research findings and indicators will be used to construct public policies for the economic empowerment of women.

Lastly, member States will benefit from the use of the Gender Equality Observatory for Latin America and the Caribbean and from the wide dissemination of the subprogramme's main publications and findings among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) The gender equality agenda in the region continues to attract support from key stakeholders, within a context of political stability and democratic governance.

(b) The international community continues to support and give priority to gender mainstreaming in the public policies of the member States of ECLAC, as an essential component of regional and international development. Both the international and the regional community will therefore continue to advocate and act upon General Assembly and Economic and Social Council guidelines and internationally agreed development goals.

Activities

1. Organization and substantive servicing of meetings

Intergovernmental meetings

(i) Four meetings of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean, including the preparation of reports on the activities of the ECLAC secretariat and substantive documentation (first and second semester of 2014 and first and second semester of 2015) (high correlation with expected accomplishments 1 and 2).

(ii) Two inter-agency meetings with United Nations programmes, funds and specialized agencies, including the preparation of substantive support documents and the relevant reports (one in 2014 and one in 2015) (high correlation with expected accomplishments 1 and 2).

Ad-hoc expert group meetings

Four meetings of experts to consider priority issues emerging from the twelfth session of the Regional Conference on Women in Latin America and the Caribbean. The following topics will be considered: (i) evaluation of best practices and challenges in the implementation of gender policies based on reports of the Gender Equality Observatory for Latin America and the Caribbean; (ii) promotion of an

economic agenda for gender equality; (iii) identification of emerging issues; and (iv) information and communications technology and the economic empowerment of women.

2. Recurrent publications

Eight issues of the *Mujer y desarrollo series* during the biennium, which will focus on such topics as: (i) gender poverty and monitoring progress towards Goals 1 and 3 of the Millennium Development Goals; (ii) progress in the implementation of the outcomes of the twelfth session of the Regional Conference on Women in Latin America and the Caribbean; (iii) labour policies for women's economic empowerment; (iv) cash transfers, social protection and equality in family relationships and responsibilities; (v) policies to share responsibilities in the household and labour market; (vi) women's empowerment and the role of information and communications technology; (vii) regional evaluation of progress in gender mainstreaming in State structures in the 20 years since the Beijing Declaration and Platform for Action, (viii) value of women's unpaid work (high correlation with expected accomplishments 1 and 2).

3. Non-recurrent publications

(i) Studies on issues relating to the incorporation of gender equality perspectives in the development of countries in the region, in accordance with the subject areas addressed at the thirty-fourth session of ECLAC and the twelfth session of the Regional Conference on Women in Latin America and the Caribbean (3) (moderate correlation with expected accomplishments 1 and 2).

(ii) A regional study on progress made with regard to women's economic empowerment, focusing on care systems in the region (high correlation with expected accomplishments 1 and 2).

(iii) A comparative regional study on satellite accounts to measure women's unpaid work (moderate correlation with expected accomplishments 1 and 2).

4. Other substantive activities

Technical material

(i) Updating the ECLAC website on gender statistics with data from the 2012 household surveys and other sources (high correlation with expected accomplishment 1).

(ii) Substantive and technical updating of the website of the Gender Equality Observatory for Latin America and the Caribbean with data delivered periodically by Government authorities (high correlation with expected accomplishments 1 and 2).

Special events

One electronic conference at the ministerial level for the revision and preparation of the content of the Gender Equality Observatory for Latin America and the Caribbean with emphasis on progress made on women's economic empowerment (moderate correlation with expected accomplishment 2).

5. Advisory services

(i) Provision of technical cooperation to countries and institutions, at their request, on methodologies relating to the formulation and use of gender-related indicators and the use of gender indicators (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation to countries and institutions, at their request, in the formulation of public policies for gender mainstreaming, and on institution-building geared to Government agencies and entities responsible for policies and programmes for women and other relevant sectoral agencies (high correlation with expected accomplishments 1 and 2).

(iii) Support for horizontal south-south technical cooperation between countries, at their request, on matters relating to fulfilment of the Beijing Platform for Action, the Millennium Development Goals and outcomes of the twelfth session of the Regional Conference on Women in Latin America and the Caribbean of ECLAC (high correlation with expected accomplishments 1 and 2).

6. Training courses, seminars and workshops

Development of a training programme on gender public policies, including e-learning courses that address the needs of Government agencies in the areas of: (i) methodologies relating to the formulation and measurement of gender-related indicators, and (ii) gender mainstreaming in development policies, (iii) research tools for economic empowerment (moderate correlation with expected accomplishment 1 and high correlation with expected accomplishment 2).

7. Technical cooperation projects

During the biennium, it is expected that projects will be undertaken in the following areas: (i) unpaid labour and the social protection of women; (ii) improving quantification of women's unpaid work, and (iii) women's economic empowerment.

8. Intermediate activities

(i) Preparation of selected inputs on gender issues for recurrent publications of other subprogrammes, in particular the *Social Panorama of Latin America*, coordinated by the Social Development Division (moderate correlation with expected accomplishments 1 and 2).

(ii) Providing technical support, on request, for mainstreaming the gender perspective into ECLAC programmes, projects and activities and into the substantive work of the organizational units of the Commission as part of the Commission's gender mainstreaming strategy (high correlation with expected accomplishments 1 and 2).

(iii) Maintaining and expanding the communication strategy of the Division for Gender Affairs, including the continuous update of gender statistics on the ECLAC website (moderate correlation with expected accomplishments 1 and 2).

The implementation of operational activities including advisory services; training activities, and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 7: POPULATION AND DEVELOPMENT

Presentation

In Latin-America and the Caribbean, every country is going through the process of demographic transition, although they are not at the same stage and conditions differ. Reductions in fertility and mortality are slowing growth of the population and quickly altering its age composition, generating new economic and social challenges. These demographic transformations mark a turning point in development opportunities for women and men, and, even if opportunities are not determined by demographic trends, they clearly are conditioned and challenged by population issues. The growth of the economically active population is now resulting in a declining dependency ratio, creating particularly favourable conditions for development (the demographic dividend). The demographic dividend opens up a real opportunity to accelerate development and its sustainability. Reductions in the dependency ratio can have a positive impact on poverty levels. In addition to these direct effects, the demographic dividend may allow for a reduction in the pressure on ecosystems and natural resources, which are associated with poverty as well.

However, in order to capitalize on this demographic dividend, countries will need to adopt policies that encourage productive investment, increase employment opportunities and provide sustainable social and economic development. Most countries in the region that faced demographic transition earlier were not able to implement the necessary policies to take full advantage of the dividend. At the end of the favourable period, the accelerated expansion of the elder population, with the need for long-term care requires large transfers of resources from the active population to older dependent persons. Countries which reach this stage under circumstances of slow economic growth and without savings, will face great challenges in terms of economic sustainability of public transfers, such as pensions, shortage in qualified personnel to deal with care needs and further difficulties in other areas of their social programming. These challenges may lead countries to request advice and support under the subprogramme.

In other arenas, current migration patterns —internal migration, international flows to destinations within and outside the region and movements triggered by economic downturns— together with persistent social inequality, based on socio-economic status, place of residence, sex, race and ethnicity, underscore the correlation between population issues and human rights, and the need to reinforce social cohesion in the region. Continuing emigration out of the region and the diversification of forms of population displacement require reconsideration of emigrants' status as social, political and economic players in need of protection based on a broad notion of citizenship. The above-mentioned trends pose new challenges and trace new paths for demographic analysis in the region and for supporting Latin American and Caribbean countries in the design of national population programmes and policies.

Indeed, it is crucial at this time to help countries process, disseminate and exploit the data collected during the last round of censuses and continue accompanying those countries that will be conducting their census during this biennium. Governments will continue to need support in order to meet the user demands. This is particularly important given that the increasing demand for geographically disaggregated information for small areas is usually met with census data. In addition, new and better sources of demographic information, such as improved vital registration systems and surveys that cover population issues, are necessary to further advance the generation of socio-demographic information. Disaggregated demographic indicators are also essential for the elaboration of targeted public policies in other areas of concern. For instance, improved population information is needed in order to address the varying rates of decline in fertility, as well as trends in adolescent fertility, maternal mortality and gender differentials in youth mortality, to ensure universal access to sexual and reproductive health services for all, and to reduce sociodemographic disadvantages amongst indigenous and afro-descendent peoples. In

the context of high urbanization, city growth is accompanied by the persistence of makeshift settlements where poverty tends to be perpetuated, particularly among women, the elderly, indigenous groups and migrants. In many countries, policies and programmes aimed at managing urban expansion and improving living conditions for the urban population have been unable to integrate sociodemographic variables in an appropriate manner.

Thus, demographic change and the accompanying transformations in the age and sex structure in a context of persistent inequality require continuous work to inform the countries of the region of the nature and consequences of these changes. The provision of accurate population data and support in incorporating demographic analysis in policy development are of key importance if gaps are to be reduced. Regional cooperation has been instrumental in gauging advances towards the commitments, goals and guidelines defined at international conferences with respect to population and development. Continuation of the support provided to Latin American and Caribbean countries to implement and monitor the relevant commitments will be particularly important during this biennium given the impending deadlines of the Programme of Action of the International Conference on Population and Development (2014) and the Millennium Development Goals (2015), and the need to define and implement forward-looking regional strategies beyond the time frame of these international agreements.

The subprogramme will cover, with a gender-sensitive approach, the following four central issues relating to the stage in the region's progress in the field of population and development:

- (a) demographic trends, population estimates and projections;
- (b) generation of data and development of procedures, computer programs and information systems for improving the use of census data, vital statistics and surveys;
- (c) inclusion of sociodemographic inputs in social programming at the national and local levels for decision-making in the design and implementation of public policies, and
- (d) regional cooperation in the area of population and development. Emphasis will be placed on the following thematic areas: ageing and the rights of older persons, indigenous peoples and Afro-descendants, migration and population mobility, the socio-economic consequences of population dynamics, sociodemographic inequalities, population estimates and projections, population information, and training in demography and population and development.

The proposed activities seek to pursue the medium-term objectives of the subprogramme and to achieve the expected accomplishments during the biennium. Progress achieved will be measured by the indicators described below.

Logical framework of the subprogramme:

Objective of the organization: To improve the integration of population issues into development policies and programmes in the countries of Latin America and the Caribbean

Expected accomplishments of the secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean stakeholders concerned with population and development issues to monitor population trends and address population and development issues for use in socio-demographic policies and programmes	(a) (i) Increased number of Latin American and Caribbean stakeholders concerned with population and development issues using demographic knowledge, methodologies and tools, and information on population and development generated by ECLAC (ii) Increased percentage of participants in seminars, workshops, training courses or technical cooperation activities acknowledging that they have benefited from ECLAC technical cooperation services in the area of monitoring population trends and tackling population and development issues for use in socio-demographic policies and programmes
(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development and other international agreements relating to those issues	(b) (i) Increased number of new or additional actions taken by Latin American and Caribbean countries to monitor and implement the goals and recommendations of main international agreements relating to the field of population and development

Strategy

The Latin American and Caribbean Demographic Centre (CELADE) - Population Division of ECLAC will be responsible for the implementation of the subprogramme. It will work in close collaboration with other ECLAC divisions, in particular the Social Development Division (providing inputs and drafting allotted sections of the flagship publication *Social Panorama of Latin America*); the Division for Gender Affairs (providing inputs for the Gender Observatory and carrying out joint studies); the Statistics Division (supporting the Statistical Conference of the Americas, liaising for the maintenance of relevant information on the CEPALSTAT website and carrying out joint studies with the social statistics section); the Division for Sustainable Development and Human Settlements (providing inputs for studies and publications on human settlements and the linkages between population issues and sustainable development); and the subregional office in Port of Spain (supporting population activities in the Caribbean, particularly those relating to census-taking, development of the software Retrieval of Data for Small Areas by Microcomputer (REDATAM) , ageing and international migration).

Its strategy will be:

- (a) to continue to serve as technical secretariat for the ECLAC Ad Hoc Committee on Population and Development;

- (b) to provide training on demography and population studies to technical staff in national institutions in order to enhance the capacity of countries to monitor population trends and tackle population and development issues; and
- (c) to provide support to the countries of the region in the follow up to the Programme of Action of the International Conference on Population and Development (ICPD), in fulfilment of the Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, and in monitoring the goals and objectives deriving from the Millennium Declaration and other relevant international conference outcomes relating to population issues.

In order to help the region to tackle these challenges, specialized advisory and technical cooperation services will be provided, and workshops and seminars will be held to facilitate horizontal cooperation, networking and sharing of successful experiences in the design of intervention activities tailored to the individual needs of each country. In addition, applied research and analysis including recommendations on how to reduce inequalities will be developed and disseminated through publications serving as reference material for countries. Information and communication technologies (ICTs) will be used to disseminate sociodemographic data widely in order to make the subprogramme's products available as a public good.

The main users of the outputs will be Government authorities and officials and national statistical offices of the countries of the region, particularly those working on population-related issues in the ministries of planning, social programming, health, education, gender and housing. Other users will include public, private and civil society entities responsible for the design and management of programmes, policies and projects at the national and local levels in various population-related areas, and universities and other academic institutions.

The Population Division will work closely in coordination with the Population and Statistics Divisions of the Department of Economic and Social Affairs of the United Nations and the other entities of the Executive Committee on Economic and Social Affairs that participate in the population cluster, and with specialized bodies such as UNFPA, PAHO/WHO, UNICEF, (ILO), UN-Women, FAO, UNESCO, UNDP, UN-Habitat, and with intergovernmental organizations such as OAS, IOM, World Bank, IOJ, IDB and SEGIB. Part of the inter-agency collaboration will focus on sharing, refining and harmonizing methodologies for population estimates and projections, as well as child mortality and maternal mortality estimations. CELADE will continue to be the leading entity in Latin America and the Caribbean in the inter-agency working group on international migration.

Lastly, the subprogramme's work and achievements will be broadly shared with its beneficiaries through the continuous provision of sociodemographic data as a regional public good by means of updating and development of the CELADE website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academics and other stakeholders both within and outside the region.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

- (a) Stable conditions prevail in the international economy and in the political, socioeconomic and institutional governance of the countries of the region, thereby allowing countries to maintain the priority afforded to sociodemographic and related issues.
- (b) The international community supports and attaches priority to the concerns and needs of ECLAC member States in relation to the implementation of the recommendations of the Programme of Action of the International Conference on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, in accordance with the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those deriving from the Millennium Declaration.
- (c) The regional community will give priority to the active integration of sociodemographic factors in the design and application of social policies and programmes in order to improve their effectiveness.

Activities

Subject area 7.1: Demographic analysis and population projections

1. Organization and substantive servicing of meetings

Ad-hoc expert group meeting

A meeting of experts to consider the 2010 round of population censuses (high correlation with expected accomplishment 1).

2. Recurrent publications

Two issues of the Demographic Observatory (high correlation with expected accomplishment 1).

3. Non-recurrent publications

Three studies on the situation of demographic phenomena in the region, taking a gender-sensitive approach into consideration (high correlation with expected accomplishment 1).

4. Other substantive activities

Technical material

(i) A technical study on the methodology for population projections in Latin America and the Caribbean (high correlation with expected accomplishment 1).

(ii) Development of computer modules for population projections at the national and subnational levels (high correlation with expected accomplishment 1).

(iii) Maintenance and updating of the database on demographic trends and population projections by sex and age (high correlation with expected accomplishment 1).

5. Advisory services

Provision of technical assistance to countries in the region, at their request, in the area of data collection, demographic analysis and methodologies for the preparation of population projections and estimates (high correlation with expected accomplishment 1).

6. Courses, seminars and training workshops

Two workshops on the use of new methodologies and tools for demographic analysis and projections (high correlation with expected accomplishment 1).

The implementation of operational activities which encompass advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 7.2: Population information

1. Non-recurrent publications

(i) Three publications on high priority issues in Latin America and the Caribbean on migration, demographic trends or ageing, taking a gender-sensitive approach into consideration (high correlation with expected accomplishments 1 and 2).

(ii) Two studies on high priority issues on demographic trends among indigenous people and Afro-descendants in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

(iii) A document on demographic dynamics in Latin America and the Caribbean, using a gender-sensitive approach.

2. Other substantive activities

Technical material

(i) A technical study on the results of the 2010 round of population censuses (high correlation with expected accomplishment 1).

(ii) Development and updating of computer programs to facilitate the use of population data from censuses, surveys and vital statistics, based on the REDATAM software and using geographic information systems (high correlation with expected accomplishment 1).

(iii) Maintenance and updating of the regional databank of censuses on population, housing and vital statistics (high correlation with expected accomplishment 1).

Information materials and services

Two issues of REDATAM Informa and electronic dissemination of its content through the subprogramme website (high correlation with expected accomplishment 1).

3. Advisory services

Provision of technical assistance to countries of the region that request it, in designing and using REDATAM-related computer applications (high correlation with expected accomplishment 1).

4. Courses, seminars and training workshops

Four workshops on the use of computer applications relating to REDATAM and the creation of related databases (high correlation with expected accomplishment 1).

5. Technical cooperation projects

During the biennium, projects will be under way in the following areas: socio-economic impact of population dynamics, strengthening national capacities to deal with migration, indigenous peoples, and ageing, using a gender-sensitive approach (high correlation with expected accomplishments 1 and 2).

The implementation of operational activities including advisory services, training activities and technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 7.3: Integration of sociodemographic variables into social programming

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) Two meetings on demographic changes and their consequences for development (high correlation with expected accomplishment 1 and moderate correlation with expected accomplishment 2).

(ii) A meeting of experts to analyse the region's priorities concerning indigenous people and Afro-descendants, ageing or migrants, using a gender-sensitive approach (high correlation with expected accomplishment 1 and moderate correlation with expected accomplishment 2).

2. Non-recurrent publications

(i) A study on population and development issues to be defined by the Ad Hoc Committee on Population and Development for its meeting in 2014 (high correlation with expected accomplishments 1 and 2).

(ii) Two studies on the socio-economic effects of demographic dynamics in the region, using a gender-sensitive approach (high correlation with expected accomplishment 1).

3. Other substantive activities

Technical material

(i) Maintenance and updating of the Database of the project Spatial distribution and urbanization in Latin America and the Caribbean (DEPUALC) (high correlation with expected accomplishment 1 and 2).

(ii) Maintenance and updating of the database on Internal Migration in Latin America and the Caribbean (MIALC) (high correlation with expected accomplishments 1 and 2).

(iii) Maintenance and updating of the international migration databank for the programme Research on International Migration in Latin America (IMILA) (high correlation with expected accomplishment 1).

(iv) Maintenance and updating of the databank on Indigenous and Afro-descendent Peoples in Latin America and the Caribbean (PIAALC) (high correlation with expected accomplishments 1 and 2).

4. Advisory services

(i) Provision of technical cooperation services to countries of the region, at their request, in areas relating to the incorporation of sociodemographic variables into development policies, programmes, and projects, using a gender-sensitive approach (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation services to countries of the region on demographic trends among indigenous people and Afro-descendants (high correlation with expected accomplishments 1 and 2).

5. Training courses, seminars and workshops

(i) A workshop on the incorporation of sociodemographic variables into development policies, programmes and projects (high correlation with expected accomplishments 1 and 2).

(ii) Cooperation with Government entities, universities, non-governmental organizations and regional and subregional bodies for the development of training activities on emerging issues relating to population and development (high correlation with expected accomplishments 1 and 2).

6. Technical cooperation projects

During the biennium, it is expected that projects will be undertaken in the areas of international migration, internal migration and indigenous populations, using a gender-sensitive approach (high correlation with expected accomplishments 1 and 2).

7. Intermediate activities

Preparation of contributions to ECLAC institutional and inter-agency publications, including the *Social Panorama of Latin America*.

The implementation of operational activities including advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 7.4: Regional cooperation in population and development

1. Organization and substantive servicing of meetings

Intergovernmental meetings

Substantive servicing of the ECLAC Ad Hoc Committee on Population and Development, including the preparation of technical documents and reports for the biennial follow-up to the Latin American and Caribbean Regional Plan of Action on Population and Development, the Programme of Action of the International Conference on Population and Development and the Brasilia Declaration (high correlation with expected accomplishment 2).

2. Recurrent publications

Four issues of *Revista Notas de Población* for the dissemination of research findings and studies on population and development in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

3. Other substantive activities

Technical material

(i) Maintenance and updating of the databank on ageing to follow up on the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, using a gender-sensitive approach (high correlation with expected accomplishment 2).

(ii) Maintenance and updating of the regional system of indicators to follow up on the Programme of Action adopted at the International Conference on Population and Development (high correlation with expected accomplishment 2).

(iii) Maintenance of a databank of policy and programmes relating to population and development, to be updated annually (high correlation with expected accomplishment 1 and 2).

(iv) Regular updating of the contents of the subprogramme site in the ECLAC web portal (high correlation with expected accomplishments 1 and 2).

Information materials and services

Two issues of *Information bulletin in ageing*, with information on the progress made by countries in the region in the formulation and execution of policies relating to older persons (high correlation with expected accomplishment 1 and 2).

4. Advisory services

(i) Provision of technical cooperation services to countries of the region, at their request, in areas relating to the Latin American and Caribbean Regional Plan of Action on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, using a gender-sensitive approach (high correlation with expected accomplishment 2).

(ii) Provision of technical support services to the region's intergovernmental forums on population and development issues (high correlation with expected accomplishment 2).

5. Training courses, seminars and workshops

A regional course on demographic analysis, population and development —using a gender-sensitive approach— geared towards Government officials in the region, to last at least three weeks (high correlation with expected accomplishment 1).

6. Intermediate activities

Organization of communication and exchange activities with relevant institutions to follow up on the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing following the evaluation of progress at the Regional Conference on Ageing held in Brasilia, 2007 (high correlation with expected accomplishment 2).

The implementation of operational activities including advisory services, training activities and technical cooperation projects will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 8: SUSTAINABLE DEVELOPMENT AND HUMAN SETTLEMENTSPresentation

The interrelationship between economic growth, environmental protection, climate change, urban development and social equality is increasingly important for Governments and the main social stakeholders in Latin America and the Caribbean. In order to address these complex linkages from the public-policy perspective, the countries of the region will need to strengthen their capacity for analysis and quantification of the social and environmental costs and benefits of their current development strategies and global environmental change. Public administrations need to strengthen their capacity to design and implement integrated policies for achieving cross-sectoral targets, such as internationally agreed development goals, tackle new environmental challenges and reverse unsustainable trends, such as loss of biodiversity, land degradation and deforestation.

The effects of climate change, the growing demand for natural resources and rampant deforestation, caused mainly by the encroachment of the agricultural frontier, will place further economic pressures on the natural endowment. The regional trend towards a rise in urbanization rates will continue, even in metropolitan areas. However, better policy integration, thanks to more mature economic analysis, aided by sounder environmental policies and efforts to make the transition to lower-carbon economies, will lead to more relevant and more promising policy options. The international climate regime will be in its second commitment period and the focus will be on the following period and the participation by a number of middle-income developing countries in the global mitigation effort. In addition, important unilateral measures will enter into force in destination markets for Latin American and Caribbean exports and these may have a significant impact on trade, prompting Governments in the region to seriously consider lowering the carbon footprint of their exports. It will also be time to assess experiences and advances towards a “green economy”, depending on the outcomes of the United Nations Conference on Sustainable Development (Rio+20) in 2012, and even to consider this option as a proposal for moving towards a “change of paradigm”.

Climate change will be a key issue on the international environmental agenda. For Latin American and Caribbean countries, responses to climate change still have an unexplored potential for integrating environmental, sectoral and economic policies, especially policies in the crucial areas of adaptation and emissions reductions in metropolitan and intermediate cities in the region. Clear synergies exist between strategies for adapting to climate change and those designed to protect one of the region’s main assets: its biodiversity. The activities for reducing emissions from deforestation and forest degradation (REDD+) are the clearest example of these synergies.

The major global reviews of sustainable development being undertaken in preparation for the anniversaries of the United Nations Conference on the Human Environment (Stockholm, 1972), the United Nations Conference on Environment and Development (Rio de Janeiro, Brazil, 1992), more commonly referred to as the Earth Summit, and the World Summit on Sustainable Development (Johannesburg, South Africa, 2002), and the outcomes of Rio+20—which will possibly include sustainable development goals—will generate demand for analysis and assessments over this period. Also approaching are the deadlines for fulfilment of the Millennium Development Goals and it will be necessary to make the relevant assessment in connection with Goal 7, which relates to environmental sustainability. Thus, the subprogramme contemplates two basic areas for strengthening the capacities of the countries of the region. The first focuses on evaluating the advances of sustainable development in the region, disaster risk assessment, risk management and adapting to variability and climate change. The second area of work concerns the integration of sustainability criteria in public policies and institution-building for environmental management and encompasses issues such as urban development, land use and metropolitan areas. It also

covers the follow-up to international and regional agreements on sustainable development, with reference to how this issue ties in with international trade and the environmental goods and services markets.

These thematic areas can be interwoven so as to facilitate coordination and State modernization and contribute to the achievement of national targets for a more robust, sustainable pattern of development. Countries would thus be better prepared to make strategic environmental assessments, measure the externalities or implicit social costs of maintaining the status quo and model the alternative policy options in the different levels of government and territorial administration. At the subnational level, the socioeconomic and environmental implications of urban development in the region must be examined in order to strengthen the capacity of countries to design and put into practice policies and instruments for planning, financing and territorial administration that respond to the challenges posed by high rates of urbanization in the region and the growing importance of metropolitan areas, where governance poses differing challenges. The formulation of policies and projects for human security at the subnational level is extremely important and this includes the study of environmental conflict and institution-building for sustainable development.

The proposed activities seek to pursue the medium-term objectives of the subprogramme and to achieve the expected accomplishments during the biennium. Progress achieved will be measured by the indicators described below.

Logical framework of the subprogramme:

Objective of the organization: To improve the integration of environmental and urban management issues into economic, social and land-use policies in the framework of sustainable development and climate change

Expected accomplishments of the secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria in development policies and measures, including human settlements policies	(a) (i) Increased number of policies and measures adopted by countries of the region integrating sustainability criteria, in line with ECLAC recommendations (ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services on sustainable development and human settlements issues
(b) Enhanced capacity of the Governments of the region and other stakeholders to follow up and make progress in implementing international agreements relating to sustainable development and urban development	(b) (i) Increased number of Governments of the region and other stakeholders that follow up and make progress in implementing international agreements relating to sustainable development including urban development, in line with ECLAC recommendations
(c) Increased capacity of Latin American and Caribbean countries to implement adaptation and mitigation measures to climate change, particularly through investment and fiscal policies	(c) (i) Increased number of policies and measures explored or adopted by countries in the region in line with ECLAC recommendations on climate change mitigation, adaptation and risk reduction (ii) Percentage of readers acknowledging that they have benefited from the analysis and policy recommendations on climate change adaptation, mitigation and risk reduction contained in selected publications of the subprogramme

Strategy

The Sustainable Development and Human Settlements Division will be responsible for the implementation of the subprogramme and will work in close coordination with other ECLAC divisions and offices in order to mainstream the comprehensive approach to sustainable development in the work programme of the Commission, in particular with respect to climate change and Goal 7 of the Millennium Development Goals. Regarding interdivisional cooperation, the many linkages and joint activities with other ECLAC divisions include fiscal policy with the Economic Development Division and the Latin American and Caribbean Institute for Economic and Social Planning (ILPES); low-carbon economies (including urban transport and energy) with the Natural Resources and Infrastructure Division; and climate change linked to land-use change, deforestation and food security with the Division of Production, Productivity and Management. In the framework of the new gender-mainstreaming strategy of ECLAC, new low-carbon economic activities such as those linked to the care economy will be explored with the Division for Gender Affairs; and carbon footprint issues with the International Trade and Integration Division. Cooperation with ECLAC subregional and national offices will mainly focus on climate change issues, such as the economics of climate change and risk reduction.

Key milestones in the process at the political and institutional levels will be the Regional Implementation Forum on Sustainable Development in the region, to be organized jointly by ECLAC and the Commission on Sustainable Development, or the equivalent forum based on the institutional reforms to be agreed upon at the United Nations Conference on Sustainable Development (Rio+20); the process of the United Nations Framework Convention on Climate Change (UNFCCC); and the follow-up of the agreements of the regional plan of action of the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean (MINURVI) and the Forum of Ministers of the Environment of Latin America and the Caribbean.

At the operational level, lines of work will reflect synergies between different types of activities, namely the preparation of national case studies, the provision of technical assistance and training courses, the organization of regional and subregional discussion forums, and the promotion of political dialogues at the country level. The scope of the subprogramme will encompass the integration of public policies and institution-building for environmental management, including urban and land-use issues. Climate change will be the pivotal element of the subprogramme around which most of the activities will be structured. Lastly, the efficient execution of the subprogramme will require a relatively high degree of flexibility for addressing the changing environment in which activities take place.

The main beneficiaries of the subprogramme will be the decision-making authorities responsible for sustainable development and those responsible for human settlements. Economic and sectoral authorities are an important target group for mainstreaming sustainable development and climate change issues into areas that extend beyond environmental institutions. Other beneficiaries include regional and subregional organizations, universities, academic research centres, and business sectors and non-governmental organizations with an interest in the aforementioned areas. The strategy will also include creating networks with a wide range of stakeholders in the environmental sphere and the economic and social sectors relating to climate change, including Government institutions, civil society organizations, private-sector representatives and relevant sectoral bodies.

In implementing the subprogramme, the Division will continue to hold consultations and undertake joint actions with the specialized agencies, programmes and funds of the United Nations system, including UNDP, UNEP and (UN-Habitat), as well as with regional and subregional development

banks that deal with environmental issues. These linkages will guarantee coordination with United Nations bodies and joint actions.

Lastly, member States will benefit from increased visibility of the subprogramme's work through the continuous updating and development of the Commission's website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) Institutional stability is sufficient for carrying out the activities of the subprogramme. Frequent changes in environmental institutions may hamper the achievement of political results, especially when changes are coupled with shifts in priorities.

(b) The international community continues to be committed to achieving meaningful results in international environmental negotiations regarding sustainable development and human settlements, particularly on climate change and risk reduction and adaptation.

Activities

Subject area 8.1: Sustainable-development-oriented evaluation, integration of public policies, accounting and internalization of externalities, institution-building and follow-up of international and regional agreements on sustainable development

1. Organization and substantive servicing of meetings

Intergovernmental meetings

(i) Regional forum on sustainable development, in support of the institutional arrangements agreed to in the Rio+20 process. (high correlation with expected accomplishment 1), or other regional forums emanating from agreements reached through the Rio+20 Process.

(ii) Forum of Ministers of Housing and Urban Development of Latin America and the Caribbean

Ad-hoc expert group meetings

(i) A meeting of experts to examine the trends, emerging issues and lessons learned in implementing policies and instruments relating to sustainable development in Latin America and the Caribbean and their implications for the integration of sustainable criteria in public policies and institutions (high correlation with expected accomplishments 1 and 2).

(ii) A meeting of experts representing the different stakeholders (Governments, non-governmental organizations, international agencies, social organizations, donors, private entities and academia) to design public policies in the region in environmental matters in light of the Rio Declaration on Environment and Development (high correlation with expected accomplishment 2).

(iii) A Meeting of experts to examine the policies for sustainable development of human settlements (high correlation with expected accomplishment 1).

2. Recurrent publications

A study on progress towards sustainable development and/or internationally agreed goals (high correlation with expected accomplishment 1).

3. Non-recurrent publications

(i) A study of environmental impacts of public policies with the goal of integrating environmental concerns in economic decisions (high correlation with expected accomplishment 1).

(ii) A study on the integration of public policies for sustainable development and institution-building (high correlation with expected accomplishment 1 and moderate correlation with expected accomplishment 2).

(iii) A study on the assessment of environmental and/or urban costs and the benefits of infrastructure projects in the context of sustainable development (high correlation with expected accomplishments 1 and 2).

(iv) A study on financing for sustainable development (high correlation with expected accomplishment 1).

(v) A study compiling best practices regarding access to information and participation in environmental matters in light of the Rio Declaration on Environment and Development (high correlation with expected accomplishment 1 and 2).

(vi) A study on the impact of the preparation and outcomes of the Rio+20 Summit in 2012 in the formulation, implementation of sustainable development policies in Brazil (high correlation with expected accomplishment 2).

4. Other substantive activities

Technical material

(i) Development, promotion and updating of quantitative applications for sustainable development assessment (high correlation with expected accomplishment 1 and moderate correlation with expected accomplishment 2).

(ii) Updating and continuous improvement of a database on the integration of sustainable development in public policies in Latin American and Caribbean countries (high correlation with expected accomplishment 1 and moderate correlation with expected accomplishment 2).

(iii) Preparation, upon request, of substantive inputs for the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean – MINURVI (high correlation with expected accomplishment 1).

Contribution to joint outputs

(i) Maintenance of databases on economic, social, urban and environmental variables and indicators for assessing progress towards sustainable development in Latin America and the Caribbean in collaboration with the Statistics Division (high correlation with expected accomplishment 1 and moderate correlation with expected accomplishment 2).

5. Advisory services

(i) Provision of technical cooperation services to countries of the region, at their request, in areas of public policy relevant to sustainable development and urban sustainability (high correlation with expected accomplishments 1 and 2). At the request of Governments, these advisory services may also include intergovernmental entities, universities, non-governmental organizations and regional and subregional organizations.

(ii) Provision of technical cooperation services to countries of the region, upon request, in relation to methodologies to measure progress made towards sustainable development (high correlation with expected accomplishments 1 and 2).

(iii) Provision of technical cooperation services to countries of the region, at their request, regarding access to information and participation in environmental matters in light of the Rio Declaration on Environment and Development (high correlation with expected accomplishments 1 and 2).

6. Training courses, seminars and workshops

(i) Cooperation with Government and intergovernmental entities, universities, non-governmental organizations and regional and subregional organizations, at their request, in support of training activities in sustainable development issues (high correlation with expected accomplishments 1 and 2).

(ii) A regional course on sustainable development and/or environmental economics (high correlation with expected accomplishment 1).

The ECLAC office in Brasilia will be responsible for the execution of the activity indicated in subparagraph 3 (vi), which will be partly subject to the availability of extrabudgetary resources.

The implementation of operational activities including advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 8.2: Economic Impacts of Climate Change, mitigation and adaptation policies

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

A meeting of experts to analyse the region's priorities regarding climate change, mitigation and adaptation (high correlation with expected accomplishments 1 and 2).

2. Recurrent publications

A regional balance of the implications of climate change for the region (high correlation with expected accomplishment 3).

3. Non-recurrent publications

(i) A study on trade and climate change (moderate correlation with expected accomplishment 3).

(ii) A study on metropolitan urban governance in territorial development in countries of Latin America and the Caribbean (high correlation with expected accomplishment 1 and moderate correlation with expected accomplishment 2).

(iii) A study on public policies for low carbon cities (high correlation with expected accomplishments 2 and 3).

(iv) A study on the impacts of environmental issues on equity (moderate correlation with expected accomplishments 1 and 3).

(v) Four studies on high priority issues on the economics of climate change, including (a) carbon markets; (b) estimates of adaptation needs in the region; (c) finance for mitigation and adaptation; and (d) impact of climate change issues in trade and investment flows in the region (high correlation with expected accomplishments 1, 2 and 3).

(vi) A study on experiences relating to a transition towards a low-carbon economy, based on the principles of environmental awareness and social inclusion (high correlation with expected accomplishments 1, 2 and 3).

(vii) A sectoral national analysis of the implications of climate change in one country of the region (high correlation with expected accomplishment 3).

(viii) Two studies on risk reduction and adaptation strategies (high correlation with expected accomplishment 3).

4. Other substantive activities

Technical material

Updating and continuous improvement of a database on disasters, risk reduction and adaptation relating to climate change in Latin America and the Caribbean (high correlation with expected accomplishment 3).

5. Advisory services

(i) Provision of technical cooperation services to countries of the region, upon request, in the area of climate change (high correlation with expected accomplishment 3).

(ii) Provision of technical cooperation services to countries of the region, at their request, in areas relating to risk reduction and adaptation (high correlation with expected accomplishments 1 and 3).

(iii) Provision of technical cooperation to support regional negotiators in preparation for sessions of the UNFCCC Conference of the Parties (COP) (high correlation with expected accomplishment 2).

6. Training courses, seminars and workshops

(i) Cooperation with Government and intergovernmental entities, universities, non-governmental organizations and regional and subregional organizations, at their request, in support of training activities in climate change issues (high correlation with expected accomplishments 1, 2 and 3).

(ii) Regional course on climate change mitigation and adaptation assessments and policies (high correlation with expected accomplishments 1, 2 and 3).

7. Technical cooperation projects

During the biennium, it is expected that projects will be undertaken in the areas of adaptation to climate change and mitigation of its impact, including reducing emissions from deforestation and forest degradation (REDD+) and urban sustainability (high correlation with expected accomplishments 1, 2 and 3).

The implementation of operational activities including advisory services, training activities, and the implementation of field projects will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 9: NATURAL RESOURCES AND INFRASTRUCTURE

Presentation

The international economic crisis, combined with the global risks linked to climate change, and the volatility of oil and food prices, make it imperative for States to intervene by designing public policies and for the Governments of the region to include these issues on their political agenda as well as on the international and regional development agenda, as expressed in the Millennium Development Goals.

The challenges for Latin America and the Caribbean in the post-crisis will be to resume economic growth in a sustainable way, alleviate poverty and improve income distribution while boosting environmental sustainability amid the constraints posed by global climate change. These challenges mean that the natural-resource-based economy and infrastructure services, together with the new emerging regulation, must be the pivotal elements of the analyses underlying structural change in markets and environmentally sustainable economic and social development. According to assessments, the region needs to: (a) reverse the shortfall in investment in infrastructure services by designing and implementing sustainable policies that are at the same time more efficient and more effective and by improving regulatory frameworks, eliminating barriers and promoting public-private partnerships; (b) ensure sustainable management and governance of natural resources in order to maximize their contribution to regional development; and (c) strengthen energy security and full access through more active policies for efficiency, diversification and regional integration in the short and medium term. Clearly, the achievement of these goals implies a series of trade-offs, which must be taken into consideration when formulating public policy proposals.

The perception is that the region is taking the slow track in its effort to close the gap between the needs and availability of supplies of natural resources and related services as well as infrastructure services. A similar situation arises with respect to finance: it is not just a matter of restoring public investment levels in line with the better fiscal position of the countries of the region in more recent years, but rather of making better use of the different finance mechanisms that have been developing with public-private partnerships and taking advantage also of new sources of funding, together with better contracts, guarantees and the assistance of multilateral agencies in a context that differs from the situation that prevailed in the 1990s.

Nevertheless, the problem of Latin America and the Caribbean is not limited to the lack, or physical tightness, of the supply of infrastructure services; it is also linked to the organization of markets and other crucial issues, such as constraints in the area of physical and energy integration and transport and trade facilitation, which are also becoming vectors of loss of competitiveness and productivity of factors that limit future growth prospects. In addition, reducing the consumption gap of some energy goods both vis-à-vis the developed countries and between the poorest social groups and other social groups within the countries of the region must be pursued in a more sustainable manner, that is by promoting clean energy sources and the greatest possible energy efficiency.

The region has progressed considerably towards achieving the goal relating to drinking water supplies and, to a lesser extent in providing sanitation services. Serious shortcomings may be observed, however, in terms of institutional frameworks for water resource management and provision of drinking water and sanitation services, as there is no guarantee of energy efficiency, social equity or environmental sustainability. Regulatory failures and unresolved conflicts still exist and other new problems are having negative repercussions on social equity, socioeconomic development and environmental sustainability and undermining the competitiveness of the countries of the region in the world economy. Thus,

integrated water resource and river basin management and the provision of drinking water and sanitation as part of the Millennium Development Goals are one of the main elements in future work. Thus, the findings of economic studies on climate change may lead to amendment of legislation, the creation of a new institutional framework and the analysis of water rights and reforms of relevant markets.

In the energy sector, the countries of the region have made efforts to step up diversification of the energy matrix by increasing the share of renewable sources, but the results are not yet significant. The same has occurred with energy efficiency, an area in which regulatory changes, albeit recent, have not translated into significant savings that alter in any substantial way the pattern of the region's energy intensity. The international context that the region will be facing in terms of energy over the coming decade will reflect deep exogenous changes, such as: (a) structural change in global demand for energy due to the accelerated pace of economic growth in the Republic of China, India and other emerging economies and the prolongation of this trend over the next two decades; and (b) the advent of a new international regime for combating global climate change. These challenges call for a short-term response in the form of policy recommendations, instruments and tools with emphasis on regional development priorities such as continuing to promote energy security, developing sustainable energy markets, achieving energy efficiency and increasing the use of renewable energies as reliable energy sources.

More in-depth analysis will be needed on the mining sector and on the economic, social and environmental dimensions of its development. Ethnic and gender issues may have a bearing on potential social conflicts and their relationship with all the governmental, environmental and private actors involved. Mining and water-resource legislation treaties must be reviewed, together with the impact of investment on the productive use of mining revenue, and how it is worked out, distributed and appropriated by national and subnational governments and private stakeholders. Attention must also be paid to training of authorities at the national, regional and local levels.

Lastly, it has been fully demonstrated that the existence of appropriate infrastructure and infrastructure services boosts productivity and competitiveness as well as equity and therefore improves economic and social conditions in the region. The issue of gender mainstreaming is fundamental. However, the Latin American and Caribbean region is hampered by serious constraints, in the provision of transport infrastructure and other services that can seriously jeopardize its future development. One way of effectively solving the needs of Latin America and the Caribbean is to adopt an infrastructure and transport strategy based on criteria of holism and sustainability, including in particular low-carbon infrastructure services. At the same time, due attention should be paid under this strategy to the important function that infrastructure services perform for the economic and social development of countries.

The proposed activities will enable the Division to fulfil the subprogramme objective in the medium term and achieve the targets set for the biennium. These achievements will be measured using the progress indicators described below.

Logical framework of the subprogramme:

Objective of the organization: To foster competitiveness and socioeconomic development through the sustainable management of natural resources and infrastructure services in Latin American and Caribbean countries

Expected accomplishments of the secretariat	Indicators of achievement
(a) Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services	(a) (i) Increased number of new policy measures adopted by countries of the region in the areas of sustainable management of natural resources and the provision of public utilities and infrastructure services in line with ECLAC recommendations (ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services designed to improve their work in the area of sustainable management of natural resources and the provision of public utilities and infrastructure services
(b) Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on sustainable management of natural resources and the provision of public utilities and infrastructure services	(b) (i) Increased number of public, academic, regional and business institutions taking action to harmonize or coordinate policies for management of natural resources and/or the provision of public utilities and infrastructure services in line with ECLAC recommendations

Strategy

The Natural Resources and Infrastructure Division will be responsible for implementing this subprogramme, in close coordination with other ECLAC divisions and subregional and national offices, in particular the Division of International Trade and Integration, the Financing for Development Division, the Sustainable Development and Human Settlements Division, the Division of Production, Productivity and Management and the subregional headquarters in Mexico. In particular, the Natural Resources and Infrastructure Division will cooperate with the Division of International Trade and Integration on issues concerning obstacles to international transport and trade logistics affecting transport and trade facilitation, and with the Financing for Development Division on studies for closing the infrastructure gap in the region.

With the Sustainable Development and Human Settlements Division, the Natural Resources and Infrastructure Division will hold discussions and events and prepare joint studies and assessments relating to low-carbon economies and the impact of climate change on the countries of the region. The work of the subprogramme will also involve coordinating with the Division for Gender Affairs to gradually include a gender perspective building on existing efforts.

Stakeholders of the region will be provided with analytical studies and systematized information and data on regulation and management of natural resources and the provision of public utility and infrastructure services in the context of the Millennium Development Goals.

Priority will be given to the provision of technical assistance services to countries, at their request, in the spheres of regulation and management of mineral resources, energy and water resources, with particular emphasis on the economic and social impacts of climate change, environmental and energy sustainability, and regulation of public utility and infrastructure services delivery. Support will be given to discussion forums to disseminate new policy options and the functioning of knowledge networks for sharing good practices and lessons learned. The subprogramme will also include training activities for decision makers, public officials and experts in the above-mentioned areas.

The main users of this subprogramme will be Government authorities and officials of countries in the region, especially those concerned with management for the sustainable development of natural resources, energy issues, infrastructure, and transport services. Other users will include regional and subregional organizations, universities, academic research centres, and technical and professional, labour and business organizations. Under the subprogramme, the Division will continue to consult and work in close collaboration with United Nations specialized agencies, programmes and funds which participate in the Commission on Sustainable Development and other organizations concerned with the areas of mining, energy and water resources, including: OLADE, OLAMI, PARLATINO, UNASUR, MERCOSUR, IIRSA, the OAS Committee on Ports, the International Association of Maritime Economists (IAME), the Central American Commission on Maritime Transport (COCATRAM), and bilateral and multilateral organizations such as the World Bank, IDB, ADC and the Fund for the Plata Watershed (Fonplata), the Water Regulators' Association of the Americas (ADERASA), CARICOM and the Mesoamérica Project (formerly known as the Puebla-Panamá Plan) .

Lastly, the Division will ensure broad visibility of its work and major achievements through the continuous updating and development of its website and databases, wide dissemination of its main publications and findings in international events and relevant conferences, as well as participation in key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) The socio-economic and institutional environment in the region remains stable enough or improves and is free from significant external shocks or disruptions that would require significant priority changes.

(b) The international community supports and affords priority to the concerns and specific requirements relating to the sustainable management of natural resources and the provision of public utilities and infrastructure services in the context of the regional and international development agenda. To this end, the guidelines adopted by the General Assembly and the Economic and Social Council will continue to receive full support, along with the internationally agreed development goals, including those deriving from the Millennium Declaration and the agreements reached at the main world summits and conferences in the economic and social spheres.

Activities

Subject area 9.1: Sustainable management of natural resources

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts on the formulation of public policies for water management and related services that promote economic efficiency, social equality and environmental sustainability, in the context of Millennium Development Goals (high correlation with expected accomplishments 1 and 2).

(ii) A meeting of experts to consider the progress achieved in energy security and sustainable energy markets, including results and perspectives of public-private partnerships (PPPs) of the development of sustainable energy projects (high correlation with expected accomplishments 1 and 2).

(iii) A regional meeting of experts on public policies relating to the governance of natural resources and fiscal incomes (high correlation with expected accomplishments 1 and 2).

2. Non-recurrent publications

(i) A study on advances in integrated water resources management (IWRM) in the countries of the region in the context of the Millennium Development Goals (high correlation with expected accomplishment 1).

(ii) Two studies on the effects of energy investment policies on energy security in the region (high correlation with expected accomplishments 1 and 2).

(iii) Two studies on sustainable energy-market trends: legislation, economics and technologies in the region (high correlation with expected accomplishments 1 and 2).

(iv) Three studies on public policies for the sustainable management and governance of natural resources (high correlation with expected accomplishments 1 and 2).

(v) A study on mining economics with particular emphasis on the contribution of investment to economic growth in Latin American and Caribbean countries (high correlation with expected accomplishments 1).

3. Other substantive activities

Information materials and services

(i) Four issues of Newsletter of the Network for Cooperation in Integrated Water Resource Management for Sustainable Development in Latin America and the Caribbean (high correlation with expected accomplishment 1).

4. Advisory services

(i) Provision of technical cooperation services, upon request, to national and local authorities in the countries of the region in the areas of energy, renewable energies and energy efficiency (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation services, upon request, to national and local authorities in the countries of the region in the areas of natural resources, including mining (high correlation with expected accomplishments 1 and 2).

(iii) Provision of technical cooperation services, upon request, to national and local authorities in the countries of the region in the area of water management (high correlation with expected accomplishments 1 and 2).

(iv) Provision of technical cooperation services, upon request, to regional cooperation mechanisms, including the PARLATINO Energy and Mines Commission, OLADE, UNASUR and MERCOSUR, on relevant subjects (high correlation with expected accomplishments 1 and 2).

5. Training courses, seminars and workshops

Organization, in coordination with ILPES, of a regional course for public and private sector officers on management of natural resources (high correlation with expected accomplishments 1 and 2).

6. Technical cooperation projects

Projects relating to renewable energy, energy security and energy efficiency will be under way during the biennium (high correlation with expected accomplishments 1 and 2).

7. Intermediate activities

Preparation of selected inputs on sustainable management of natural resources for recurrent publications of other subprogrammes, in particular the *Study on progress towards sustainable development, including Low Carbon Economies and Climate Change Impact Assessment in Latin America and the Caribbean*, coordinated by the Sustainable Development and Human Settlements Division.

The implementation of operational activities including advisory services, training activities and the implementation of field projects will be subject to the availability of extrabudgetary resources.

Subject area 9.2: Provision and regulation of public utility and infrastructure services

1. Organization and substantive servicing of meetings

Ad-hoc expert group meeting

Two high-level meetings of experts to consider the new challenges regarding sustainable transport and infrastructure policies, with special attention to Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

2. Non-recurrent publications

(i) Two studies on advances in the provision of drinking water supply and sanitation services in the countries of the region in the context of the Millennium Development Goals (high correlation with expected accomplishments 1 and 2).

(ii) A study on public policies in the field of economic infrastructure services (high correlation with expected accomplishments 1 and 2).

(iii) A study on a specific issue regarding maritime transport in the context of a Sustainable Infrastructure and Transport Policy (high correlation with expected accomplishment 1).

(iv) A study on a specific issue regarding logistics and combined or multimodal transport policies in the region (high correlation with expected accomplishments 1 and 2).

(v) A study on a specific issue regarding regulation of public utilities in the region with special attention to gender (high correlation with expected accomplishments 1 and 2).

(vi) A study on a specific issue regarding regional physical integration (high correlation with expected accomplishments 1 and 2).

(vii) A study on a specific issue regarding the impact of changes in the economic geography on the region (high correlation with expected accomplishments 1 and 2).

3. Other substantive activities

Technical material

Updating, maintenance and expansion of the Maritime and Logistics Profile database on transport in the region (high correlation with expected accomplishments 1 and 2).

Information materials and services

Sixteen issues of *FAL Bulletin* on Facilitation of Trade and Transport in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

4. Advisory services

Provision of technical cooperation to countries in the region, at their request, in relation to the provision of public utility and infrastructure services (high correlation with expected accomplishments 1).

5. Training courses, seminars and workshops

Organization of a one-week regional course for public- and private-sector officers involved in the provision and management of infrastructure services (moderate correlation with expected accomplishments 1 and 2).

6. Technical cooperation projects

During the biennium, it is expected that projects will be under way in the following areas: utilities, supply and services that promote economic efficiency, and social equality and environmental sustainability (high correlation with expected accomplishment 2).

The implementation of operational activities including advisory services, training activities, and the implementation of field projects will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 10: PLANNING OF PUBLIC ADMINISTRATION

Presentation

In recent years, and particularly in the context of the international financial and economic crisis, the question of the State's ability to conduct medium and long term policies has re-emerged as a core issue in the development agenda. The region is currently analysing its recent development experience and its performance in the crisis, and seeking to achieve a balance between public action, private initiative and the role of the State. Public management in the region has improved, as evidenced by the macroeconomic management of the current international economic and financial situation. Further progress is needed to strengthen a fiscal and social covenant, understood as the basic institutional arrangements needed to foster a healthy and long-term balance between the State, civil society and the market economy, through the art of governing for sustainable economic, social and institutional development.

Many countries in the region are building or implementing long-term development strategies, with the focus on reducing social inequalities and alleviating poverty, considering the national, territorial, and sectoral dimensions. This is an innovative approach to development in the region, for which the institutional setting and arrangements need to be adjusted or redefined, to be amenable to the commonly agreed long-term development agendas. The challenges posed by the economic instability and the persistence of significant structural problems —such as poverty, income inequality, gender discrimination, regressive tax systems, poor educational quality, citizen security and safety, to cite only a few— place additional demands on public management —expenditure, income and debt— and call for a shared agenda of development among these actors.

Global development requires long-term approaches, capacity-building and the improvement of public management. Planning institutes are recovering relevance within the public sector and can play an important part in enhancing the role of the State, by performing critical functions, such as constructing the country's vision of the future and national development strategies, the coordination of sector, institutional and subnational policies, and the evaluation of public programmes and projects to improve their effectiveness and impact on citizens.

At the same time, local and regional development policies have become particularly relevant as instruments for promoting the use of endogenous local resources and reducing regional disparities. These policies are designed to foster new styles of development based on the potential of local and regional economies in a manner that is complementary to national policies. With different degrees of depth, these processes seek to transform and boost local production systems, create jobs, build competitive territorial capacities and improve the standard of living of the population. The development of local and regional capacities is linked to legal, political and financial issues that are specific to the decentralization process.

The Latin American and Caribbean Institute for Economic and Social Planning (ILPES) is the leading ECLAC voice and main advocate in development planning, results-based budgeting and public management in the region, at the national and sub-national levels, through its research, technical-cooperation and training activities. The Institute convenes the regional community in a collective discussion and reflection regarding the challenges that Latin American and Caribbean countries face in designing and implementing effective development strategies. ILPES contributes to both national and subnational efforts to improve the quality of public policies and strengthen institutional capacities.

In a globalized, volatile and uncertain economic and social environment, Governments of the region, eager to develop and strengthen specific areas of competence to enable them to meet current and

new challenges, are generating a growing demand for training and other technical cooperation services from ILPES. This is reflected in the greater number of thematic issues to be addressed, in line with evolving demands from national and local governments in countries of the region as well as new technological opportunities, such as e-learning. As the year 2015 approaches, Governments are striving to attain the Millennium Development Goals and thus requesting support from ECLAC in strengthening the capacities and skills needed by subnational governments and communities in order to reach those goals at the local level.

The proposed activities seek to pursue the medium-term objectives of the sub-programme and to achieve the expected accomplishments during the biennium. Progress achieved will be measured by the indicators described below.

Logical framework of the subprogramme:

Objective of the organization: To improve public-sector management in the countries of the region with regard to economic and social planning, budgeting and local-development strategies

Expected accomplishments of the secretariat	Indicators of achievement
(a) Strengthened capacity of Latin American and Caribbean countries to adopt new approaches and address emerging issues regarding development planning at the national and subnational levels, results-based budgeting and public administration	(a) (i) Increased number of public agencies and other public entities in the region (at the national or subnational levels) receiving technical cooperation services that have considered policies and measures in line with ECLAC recommendations in the areas of development planning, budgeting and public administration (ii) Increased number of participants acknowledging that they have benefited from the training activities of the subprogramme and have been able to improve their work in development planning, public administration and budgeting (iii) Percentage of users acknowledging that they have benefited from the analysis and policy recommendations contained in Public Management and Development in Latin America and the Caribbean and other selected publications of the subprogramme
(b) Enhanced coordination, sharing of best practices and benchmarking among stakeholders and Governments in the region at the national and sub-national levels regarding public management of development strategies with emphasis on planning, budgeting and evaluation	(b) (i) Increased number of public agencies and other key stakeholders in the region (at national or sub-national levels) participating in networks and seminars organized by the sub-programme in which ECLAC recommendations on development planning, budgeting, and public administration are disseminated (ii) Increased percentage of participants in forums organized by the sub-programme who acknowledge that they have benefited from its activities and recommendations and have been able to improve their work in development planning, fiscal management and public administration at both the national and sub-national levels of government

Strategy

Responsibility for the implementation of the subprogramme rests with the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), which acts as the Commission's training centre. Thus, ILPES will work in close coordination with other ECLAC divisions, subregional and national offices, its guiding principle and priority objective being to reduce inequality in its various manifestations in the region. Building on previous advances, the Institute will coordinate with the Division for Gender Affairs to include a gender perspective in its work, particularly in development policies.

The strategy to be followed will be based on emerging demands from member countries and the relevant provisions of the internationally agreed development goals, including those set forth in the outcomes of major United Nations conferences and summits in the economic and social fields and those deriving from the Millennium Declaration and the 2005 World Summit Outcome.

The activities to be implemented by ILPES will include comprehensive training and technical cooperation services to Governments and other relevant stakeholders, applied research, and the development of knowledge networks among stakeholders, particularly those relating to public-sector performance in the region. ILPES will undertake significant new initiatives in order to consolidate its position as the principal training centre in planning and public management in the region. Beneficiaries of training programmes and network members will increase as a result of a more extensive use of e-learning techniques and technology. In addition, the subprogramme will provide policy advice and proposals in development strategies and public-sector economics; foster improved performance of public policies, programmes and projects; and strengthen and capitalize knowledge networks in these substantive areas.

Under the subprogramme, further steps will be taken to promote and support the setting up of new instruments for budgetary policymaking and evaluation, and will disseminate sound results-based management practices in order to incorporate them into the public-policy cycle. The Institute will continue to provide technical cooperation services to countries of the region on relevant issues; promote the exchange of experiences and South-South cooperation; assist local governments in planning their development strategies and providing training to their officials; and promote horizontal cooperation and exchange at the subnational level. Technological and pedagogical innovations will also be introduced to improve the quality of training and students' access to instruction materials and information on the network. The extended use of the e-learning platform will strengthen ILPES capacities to broaden training and will further collaboration with other ECLAC divisions.

The main beneficiaries of the subprogramme are policymakers, officials and practitioners from public authorities of the countries of the region, especially those concerned with planning and fiscal management functions within government at both national and subnational levels. The outputs of the subprogramme will also be used by civil society institutions, business and professional organizations, universities, and other academic and research institutions. Efforts will also be made to develop and strengthen key partnerships with relevant multilateral development agencies in the region.

Lastly, member States will benefit from the increased visibility of the subprogramme's work through the continuous updating and development of the Commission's website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders, both within and outside the region, at international events and key forums. A new scheme to follow up and evaluate the impact of ILPES training will be operative in the biennium.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) The international community and, in particular, the member countries of the Regional Council for Planning, will continue to afford priority to development planning, fiscal management and public administration, at both the national and the subnational level in the region, taking into account the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those deriving from the Millennium Declaration and other agreements adopted at major world summits and conferences in the economic and social spheres.

(b) The socioeconomic and institutional environment in the region remains stable or improves with no significant external shocks or disruptions which affect the priorities of the programme of work.

Activities

Subject area 10.1: Overview of planning and public administration practices

1. Organization and substantive servicing of meetings

Intergovernmental meetings

Substantive servicing of two meetings of the Presiding Officers of the Regional Council for Planning, 2014 and 2015 (high correlation with expected accomplishments 1 and 2).

Ad-hoc expert group meetings

(i) Two meetings of experts on fiscal policy experiences in planning, budgeting and evaluation in the countries of the region (high correlation with expected accomplishments 1 and 2).

(ii) Two meetings of experts to consider the experiences and policies relating to planning public policies and regional and local development in the countries of the region (high correlation with expected accomplishments 1 and 2).

2. Recurrent publications

(i) *Public Management Overview in Latin America and the Caribbean* (2015 edition).

This publication will address the progress made by countries of the region in planning, budgeting and evaluating public policies, and will provide evidence on relevant selected topics of public management and development planning (high correlation with expected accomplishment 1).

(ii) *Territorial Development Overview in Latin America and the Caribbean* (2014 edition).

This document will analyse economic and social development trends such as convergence at the sub-national level, and identify and discuss relevant case studies. It will also present a set of studies on a subject relating to regional policy or regional and local economic development (high correlation with expected accomplishments 1 and 2).

(iii) Six studies on fiscal policy, budgeting and/or evaluation methodologies, planning in public policies and local and regional development processes in Latin America and the Caribbean (high correlation with expected accomplishment 1).

3. Non-recurrent publications

(i) Three studies on public policymaking, the long-term economic and social outlook, and local and regional development processes in Latin America and the Caribbean (high correlation with expected accomplishment 1).

(ii) A study on attainment of the Millennium Development Goals at the subnational level for selected countries in the region (moderate correlation with expected accomplishments 1 and 2).

4. Other substantive activities

Technical material

Regular updating and improvement of technical manuals and software to support training activities, databases on budgeting, local development strategies and related policy instruments in Latin America and the Caribbean (high correlation with expected accomplishment 1).

Contribution to joint outputs

Contribution to ECLAC institutional document to be presented at the 2014 session of the Commission (low correlation with expected accomplishments 1 and 2).

Subject area 10.2: Technical cooperation activities

1. Advisory services

(i) Provision of technical cooperation services to the countries of the region that request them in areas relating to planning, fiscal programming and budgeting, and evaluation of policies, programmes and projects (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation services to the countries of the region that request them in areas relating to local and regional development policies (high correlation with expected accomplishments 1 and 2).

2. Technical cooperation projects

During the biennium, it is expected that projects will be under way in the areas of public planning and evaluation, and local development strategies, including progress, at the municipal level, towards the 2015 targets of the Millennium Development Goals (high correlation with expected accomplishments 1 and 2).

The implementation of operational activities including advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

3. Intermediate activities

(i) Support for the operation of information networks for the exchange of knowledge on issues linked to the subprogramme (high correlation with expected accomplishment 2).

(ii) Support to —and collaboration with— other ECLAC Divisions on issues such as design and execution of training courses, seminars and workshops (moderate correlation with expected accomplishments 1 and 2).

(iii) Contribution to publications from other ECLAC Divisions (low correlation with expected accomplishments 1 and 2).

Subject area 10.3: Training on development planning and public administration

1. Training courses, seminars and workshops

(i) Twenty international and national courses on planning and development; public finances; budgeting; preparation, management and appraisal of projects and logical framework; local economic development, territorial competitiveness, regional development indicators and fiscal decentralization; and economic, social and sustainable development policies and their impact (high correlation with expected accomplishments 1 and 2).

(ii) Partnership with at least one education entity or academic institution towards the implementation of one postgraduate programme in planning (national or subnational) and public management for development (high correlation with expected accomplishments 1 and 2).

(iii) Two international workshops on development planning, budgeting and public finance, and economic, social and sustainable development policies for public policymakers (high correlation with expected accomplishments 1 and 2).

2. Intermediate activities

(i) Support for the operation of information networks and exchange of knowledge on issues linked to the subprogramme (high correlation with expected accomplishment 2).

(ii) Support for the organization of training courses upon request in other areas of economic, social and sustainable development such as gender equality, sustainable management of natural resources, population issues and innovation (high correlation with expected accomplishments 1 and 2).

The implementation of operational activities including advisory services; training activities, and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 11: STATISTICS

Presentation

Although economic, social, demographic and environmental statistics have improved significantly over the last few years in Latin America and the Caribbean, some quality dimensions—particularly timeliness, frequency and comparability—need further enhancement to bring them in line with international best practices. In parallel, the use of statistics by economic agents, social actors and decision makers must be promoted and the user-producer dialogue further strengthened, improving structures and the roles played by national statistics systems in public life. These targets were defined in the Strategic plan 2005-2015 for regional statistical development, adopted at the third meeting of the Statistical Conference of the Americas of ECLAC in June 2005 and amended in 2011.

In order to achieve these objectives, countries must address different challenges, some of which are regularly discussed at the meetings of the Statistical Conference of the Americas. Countries must strive to fully implement the 1993 System of National Accounts (1993 SNA) and progressively introduce the main recommendations of the new 2008 SNA. In addition, the 2008-2009 economic crisis and the difficult situation the world economy underwent more recently highlight the need to foster the production of short-term economic statistics and develop a system of early-warning indicators. Countries must also strengthen their capacity to monitor the indicators on the internationally agreed development goals, particularly those contained in the Millennium Declaration. The region's statistical systems will also need to tackle other challenges, including the production of statistical data and indicators on environment; monitor social topics, such as poverty and vulnerability, using a broader approach than existing measures allow; and develop new sources of information for a better understanding of gender-related issues.

Socioeconomic and environmental statistics and indicators are vital resources for underpinning sustainable development. Therefore the quality, timeliness and integrity of statistics must meet the most rigorous standards. The production and publication of accurate statistics also help to reinforce democracy by contributing to the process of public participation and enhancing the transparency and accountability of the political system. Reliable and easily accessible information systems are not only a concern for statisticians, but a prerequisite for good governance at the country level. Economic, social and environmental statistics, produced on a regular basis, are crucial for public policies. They provide evidence of the underlying economic and social conditions and help to identify the main problems and constraints for the design of policies, programmes and projects. Moreover, they are the main inputs for appropriate monitoring and evaluation of public actions.

Harnessing best practices in statistical activities was recommended by the Statistical Conference of the Americas of ECLAC, at its fifth meeting, as a key element for designing and enhancing the reliability and quality of public statistics and building sound and robust legal and institutional frameworks. The subprogramme will seek to adapt these best practices to the Latin American and Caribbean context, and to assist countries in implementing them.

Such considerations underpin the conceptual and methodological content of the programme of work for the 2014-2015 biennium. The purpose of the subprogramme is to support Latin American and Caribbean countries in their efforts to build, strengthen and harmonize statistical information and the decision-making systems underlying the design, monitoring and assessment of development policies. In particular, the purpose of the subprogramme is to provide support to countries in improving national capacities, enable national statistics systems in the region to generate, analyse and disseminate statistics

information in a timely manner, and keep statisticians in the region abreast of internationally accepted standards and best practices in the field.

The proposed activities seek to pursue the medium-term objectives of the subprogramme and to achieve the expected accomplishments during the biennium. Progress achieved will be measured by the indicators described below.

Logical framework of the subprogramme:

Objective of the organization: To improve the production, dissemination and use of quality and timely statistics for evidenced-based decision-making in the economic, social and environmental fields in the region

Expected accomplishments of the secretariat	Indicators of achievement
(a) Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas	(a) (i) Higher degree of compliance by countries of the region with the 1993 and 2008 System of National Accounts and incorporated satellite accounts, in accordance with international recommendations and their own requirements, after receiving relevant technical support from ECLAC (ii) Increased number of guidelines or recommendations developed by the working groups of the Statistical Conference of the Americas, with the support of ECLAC
(b) Increased technical capacity of Latin American and Caribbean countries in monitoring economic, social and environmental trends and formulating evidence-based policies	(b) (i) Increased number of actions taken by countries to implement ECLAC recommendations to monitor economic, social and environmental trends (ii) Increased number of downloads from the <i>Statistical Yearbook for Latin America and the Caribbean</i> and CEPALSTAT, the ECLAC consolidated online repository of economic, social and environmental databases in the region (iii) Percentage of users that acknowledge that they have benefited from the information contained in CEPALSTAT

Strategy

The Statistics Division will be responsible for the implementation of the subprogramme. Given the interdisciplinary nature of statistics, the Statistics and Economic Projections Division will work in close collaboration with all other ECLAC offices and divisions.

The strategy for reaching the established objective will be based on three main lines of activities. The first is the promotion of best practices and the dissemination and use of internationally comparable methodologies. Seminars, courses and meetings will be organized and technical documentation will be prepared and disseminated. Secondly, the subprogramme will provide specialized advisory and technical cooperation services to strengthen the countries' technical and institutional capacities in the statistical

field. Meetings and seminars will be organized to facilitate the sharing of experiences and promote horizontal cooperation. Support will also be given for the development of networks to strengthen the harmonization and coordination of statistical data and initiatives among countries. Lastly, the subprogramme includes the conduct of activities aimed at increasing the methodological development and awareness of statistics in the region and at promoting initiatives leading to the development of region-specific indicators. The main direct beneficiaries of the subprogramme will be national statistics institutions, central banks and specialized governmental agencies in Latin American and Caribbean countries. Moreover, it is expected that the subprogramme will reach a broader audience in the private sector, academia and civil society.

Two important features of the subprogramme strategy should be stressed. On the one hand, the activities will be carried out in close coordination with the Statistical Conference of the Americas of ECLAC. The subprogramme activities reflect the thematic priorities identified by the Conference, as it considers national accounts, economic and environmental statistics, the Millennium Development Goal indicators and social indicators. Each area includes conventional statistical development activities as well as new methodologies demanded by Governments and civil society for addressing emerging issues. The activities of the subprogramme will be coordinated and harmonized with those of the Conference's working groups. The subprogramme will act as coordinator of statistical activities at the regional and global levels, including joint activities with the Department of Economic and Social Affairs. Collaboration with other international agencies, including ILO, IMF, WTO, and PAHO, as well as international expert groups, such as the Inter-Secretariat Working Group on National Accounts (ISWGNA), and other regional commissions is also envisaged. Furthermore, by actively participating in global events (especially, but not limited to, the United Nations Statistical Commission), the Division will convey the experience, special features and positions of the region to global forums.

The subprogramme also involves placing the pool of statistical and methodological information at the disposal of a wide range of stakeholders: Government agencies of Latin America and the Caribbean, as well as business and labour organizations, technical and professional institutions with links to productive sectors, universities, research centres, regional and subregional integration bodies and other public or private entities that require comparable information on the countries of the region. In addition, the Division will seek to disseminate economic, social and environmental data and indicators on a comparable basis and support other ECLAC divisions in the provision and analysis of statistics and data.

Regarding the joint work with other ECLAC divisions, special attention will be paid to the implementation of gender-sensitive indicators in collaboration with the Division for Gender Affairs; support in the use of economic indicators in collaboration with the Economic Development Division; provision of data from household surveys and other social indicators to the Social Development Division; development of a broader range of statistical information on Caribbean countries in collaboration with the ECLAC office in the Caribbean; development of environmental indicators in collaboration with the Sustainable Development and Natural Resources Division; and the provision of relevant information to monitor the region's progress towards achievement of the Millennium Development Goals.

Emphasis will also be placed on promoting the adoption of the new recommendations relating to the System of National Accounts in the region; improving basic economic statistics; facilitating the participation of countries in the International Comparison Programme; enhancing the systematization of environmental statistics; and developing poverty and social cohesion indicators.

Lastly, member States will benefit from increased visibility of the subprogramme's work through the continuous updating and development of the Commission's website and its online economic, social

and environmental statistics and indicators database, CEPALSTAT. The Commission's main publications and findings will also be widely disseminated among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

External factors

The objectives and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) Socio-economic and institutional stability will prevail in the region, allowing for the normal functioning and progress of work at the national statistical offices;

(b) The international community will continue to support the work of the Statistical Conference of the Americas of ECLAC and the priorities it sets for statistical development in the region, in response to the specific needs and concerns of ECLAC member countries in this field. To that end, the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those deriving from the Millennium Declaration, will be taken into account; and

(c) The international agencies and organizations working in the region will support the efforts of the Statistics and Economic Projections Division of ECLAC to increase the efficiency and usefulness of statistics activities.

Activities

Subject area 11.1: Technical cooperation among Member States and within regional and global statistical bodies

1. Organization and substantive servicing of meetings

(i) Seventh meeting of the Statistical Conference of the Americas of ECLAC. This activity includes the coordination and monitoring of technical cooperation agreements for the development of statistics, the preparation of reports on the activities of the ECLAC secretariat and on outputs and advances in statistical development and international cooperation, as well as the preparation of substantive documentation for presentation at the Conference (high correlation with expected accomplishment 1).

(ii) Two meetings of the Executive Committee of the Conference, including the preparation of progress reports on advances and outputs of the programme of work defined by the Conference (high correlation with expected accomplishment 1).

2. Intermediate activities

(i) Provision of support to the working groups created by the Statistical Conference of the Americas of ECLAC. This activity includes the organization and servicing of the working groups' meetings, preparation of background documents and other materials, preparation of meeting reports and monitoring of the tasks assigned to each working group (high correlation with expected accomplishment 1).

(ii) Preparation, upon request and in collaboration with other agencies, of substantive inputs supporting and channelling the view of Latin American and Caribbean countries in international forums and in global conferences on statistics and indicators, such as the Statistical Conference of the Americas of ECLAC or the sessions of the Statistical Commission of the United Nations (high correlation with expected accomplishments 1 and 2).

Subject area 11.2: Statistical databanks and dissemination of regional statistics and indicators

1. Recurrent publications

(i) *Statistical Yearbook for Latin America and the Caribbean, 2014* (high correlation with expected accomplishments 1 and 2).

(ii) *Statistical Yearbook for Latin America and the Caribbean, 2015* (high correlation with expected accomplishments 1 and 2).

2. Other substantive activities

Technical material

(i) Development, maintenance and updating of the CEPALSTAT system and the databases under direct responsibility of the Statistics Division, and coordination with other divisions of the activities relating to the maintenance of their databases.

(ii) Compilation and harmonization of household surveys from the countries of the region, as an input for the analysis and production of social indicators of the Statistics Division and other divisions at ECLAC.

Contribution to joint outputs

(i) Preparation, in conjunction with the Social Development Division, of statistical indicators for the annual editions of the *Social Panorama of Latin America* (2014 and 2015 editions) (high correlation with expected accomplishment 2).

(ii) Preparation of the statistical summary for the *Preliminary Overview of the Economies of Latin America and the Caribbean* (2014 and 2015 editions) (high correlation with expected accomplishment 2).

(iii) Preparation of the statistical summary for the Economic Survey of Latin America and the Caribbean (2011-2012 and 2012-2013 editions) (high correlation with expected accomplishment 2).

3. Intermediate activities

Statistical support for the execution of ECLAC studies and projects in the field of economic, social and sustainable development, and for inter-agency work, particularly in the context of the monitoring of the Millennium Development Goals (high correlation with expected accomplishment 2).

Subject area 11.3: System of National Accounts and economic statistics

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) Two meetings of experts to evaluate the inclusion of new international recommendations in the implementation of the System of National Accounts and its adjustment to the characteristics of the economies in the region, within the framework provided by the Latin American Network of Experts on National Accounts (moderate correlation with expected accomplishment 1, high correlation with expected accomplishment 2).

(ii) Two meetings of experts to promote and analyse the incorporation of the new international recommendations on economic statistics, including basic statistics, national accounts, foreign trade in goods and services, price indices (moderate correlation with expected accomplishment 1, high correlation with expected accomplishment 2).

The implementation of activities (i) and (ii) will be subject to the availability of extrabudgetary resources.

2. Recurrent publications

Cuadernos estadísticos de la CEPAL. Two issues during the biennium on economic statistics (moderate correlation with expected accomplishment 2).

3. Non-recurrent publications

(i) A study on the progress made in the region in implementing the new international recommendations on the upgrades of the System of National Accounts (1993 or 2008) or external sector statistics (moderate correlation with expected accomplishment 2).

(ii) Two studies on the regional implementation of international recommendations on economic statistics, including basic statistics, national accounts and satellite accounts, foreign trade in goods and services, prices indices (moderate correlation with expected accomplishment 2).

4. Advisory services

Provision of technical cooperation services to Latin American and Caribbean countries that request them for the harmonization of basic economic statistics and the implementation of the latest revised international nomenclature as well as the System of National Accounts 1993 or 2008 and satellite accounts (high correlation with expected accomplishment 1).

5. Training courses, seminars and workshops

Cooperation with Government entities, universities, non-governmental organizations and regional and subregional bodies in support of training activities on topics relating to economic statistics, including basic statistics, national accounts and satellites accounts, foreign trade in goods and services, prices indices (high correlation with expected accomplishments 1 and 2).

The implementation of this activity will be subject to the availability of extrabudgetary resources.

6. Technical cooperation projects

During the biennium, it is expected that projects will be under way on the Regional Programme to support countries of the region in the implementation of the 2008 SNA and to improve basic economic statistics through the application of the Luxembourg Recommendations on Global Implementation and Outreach for the System of National Accounts in coordination with activities of the Inter-Secretariat Working Group on National Accounts (IWGNA) (high correlation with expected accomplishment 2).

7. Intermediate activities

Support for the Latin American Network of Experts on National Accounts (moderate correlation with expected accomplishment 2).

The implementation of operational activities including advisory services; training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 11.4: Statistics and quantitative analysis of social trends

1. Organization and substantive servicing of meetings

Ad-hoc expert groups

(i) Two meetings of experts to make recommendations on promoting technical and methodological improvements to social information systems and household surveys (moderate correlation with expected accomplishment 1, high correlation with expected accomplishment 2).

(ii) Meeting of experts to make recommendations for improvements to the harmonization and homogenization of social statistics and indicators, with emphasis on monitoring of the Millennium Development Goals and social cohesion (moderate correlation with expected accomplishment 1, high correlation with expected accomplishment 2).

2. Non-recurrent publications

(i) Three methodological and analytical studies on poverty, income inequality and social cohesion in the region (moderate correlation with expected accomplishment 2).

(ii) Two studies on progress towards achieving the Millennium Development Goals and other internationally agreed development goals (high correlation with expected accomplishment 2).

3. Other substantive activities

Contribution to joint outputs

Production of one or more chapters on poverty, social vulnerability and income distribution in the region, for the annual editions of the *Social Panorama of Latin America* (2014 and 2015 editions), in conjunction with the Social Development Division (moderate correlation with expected accomplishment 2).

4. Courses, seminars and training workshops

Cooperation with Government entities, universities, non-governmental organizations and regional and subregional bodies in support of training activities on topics relating to the Millennium Development Goals, poverty, income distribution, employment, social cohesion and vulnerability (high correlation with expected accomplishments 1 and 2).

5. Advisory services

Provision of technical cooperation services to member States and regional bodies that request them in areas relating to household surveys, social indicators and statistics and in the quantification and analysis of situations of poverty as part of the follow-up to the Millennium Development Goals (high correlation with expected accomplishments 1 and 2).

6. Technical cooperation projects

During the biennium, it is expected that projects will be under way in the following areas: monitoring of progress towards the Millennium Development Goals and other internationally agreed development goals and statistics and indicators relating to social cohesion and poverty (high correlation with expected accomplishment 2).

The implementation of operational activities including expert groups; non-recurrent publications; advisory services; training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 11.5: Environmental statistics

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

A meeting of experts to analyse advances in the field of environmental statistics and accounts (moderate correlation with expected accomplishment 1, high correlation with expected accomplishment 2).

2. Non-recurrent publications

Two studies on the situation of environmental statistics in the region and on the experience of environmental accounts (moderate correlation with expected accomplishment 2).

3. Advisory services

Provision of technical cooperation services to member States and regional bodies that request them to support the development of environmental statistics (high correlation with expected accomplishment 1).

4. Training courses, seminars and workshops

Cooperation with Government entities, universities, non-governmental organizations and regional and subregional bodies in support of training activities on topics relating to the development of environmental statistics (high correlation with expected accomplishments 1 and 2).

5. Technical cooperation projects

During the biennium, it is expected that projects will be under way in the area of environmental statistics (high correlation with expected accomplishment 2).

The implementation of operational activities including advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 12: SUBREGIONAL ACTIVITIES IN CENTRAL AMERICA, CUBA, THE DOMINICAN REPUBLIC, HAITI AND MEXICO

Presentation

The ten countries covered by the ECLAC Subregional Headquarters in Mexico and Central America have some common traits that will continue to mark their development in 2014-2015. Most of them are semi-industrialized economies, very open to trade and capital flows, with weak fiscal revenues and strong linkages to the United States economy. They receive significant inflows of remittances, and tend to be net importers of basic grains, raw materials and oil (except Mexico). All are vulnerable to extreme natural events, now exacerbated by climate change, and have poverty and inequality as major concerns. These are most urgent in Haiti, the only least developed economy in Latin America, and Cuba, the only centrally-planned economy in the hemisphere, which is implementing major economic reforms.

In 2014-2015, the subregion's development will be determined by Government policies, regional integration efforts and challenges posed by the instability and lack of dynamism of world trade, finance, and economic activity; particularly the recessionary forces in the United States and Europe, the volatility of exchange rates, capital flows and financial markets. Other challenges are price inflation of food and oil, competition and the opportunities for trade with China and Asian countries, and climate variability and natural risk management. Migration will continue to be a contentious political issue. These challenges open vast opportunities for ECLAC cooperation in many policy areas to promote structural transformation and sustainable equitable development.

There is need to improve macro-prudential regulation, and to expand the resources and space for macroeconomic and development policies, which were diminished by the 2009 financial crisis. Fiscal policy is crucial for the subregion's development, the central issues being tax reform, debt sustainability and management at the national or subnational level, countercyclical capacity, and its impact on redistribution. Finance must receive attention too, since insufficient deepening and concentration in this sphere discourage savings and restrict credit and investment. Development banks will have a key role to provide venture capital, and long-term credit. Key issues to implement Basel principles of supervision are pending, and the adoption of the Basel III framework entails further challenges. Exchange-rate management is stressed by volatile terms of trade and capital flows. The outlook for the subregion rests partly on how it can avoid persistent real exchange rate appreciations without fuelling inflation.

Social policies must meet the higher demands of the population, at a time when lack of quality jobs, inadequate social protection and pensions, and weak labour institutions make it difficult to make the most of the demographic dividend.. External shocks worsen the situation as they deepen inequality given the poor's vulnerability to high inflation and the absence of safety nets; fiscal adjustment tends to reduce employment. These issues, plus technological change and demographic trends in the region require a thorough examination of the pros and cons of labour reforms, informality, the right to decent employment, and universal access to social protection. The ubiquity of information and communication technologies (ICT) products across the population and the growing equality in ICT use provides challenges and opportunities to improve Government services—including health education and social ones—, e-governance and administration.

The year 2015 is the target date for fulfilment of many of the Millennium Development Goals. The subregion must assess its progress and create a new development agenda, revising priorities and issues of public sector expenditures, finance and cooperation, and regional integration. Since this deadline coincides with the twentieth anniversary of the Beijing Platform for Action on gender equality and

women's empowerment, a more judicious policy is needed to close gaps, especially with respect to the status of indigenous populations.

The subregion must seek China, the Pacific Rim economies and South American countries as investment partners and export markets. Trade agreements with the United States and Europe renewed the impetus for regional integration, particularly for a Central American customs union. Complementary policies must ensure a better insertion into value chains, higher value added and a more developed service industry. In this matter, industrial and innovation policies may help to speed up structural transformation in the region and long-term development. Insecurity, crime and violence —major challenges— present opportunities to better coordinate development policies and dedicate more efforts to a regionally integrated fiscal, financial and social approach based on recognition of the importance of regional public goods.

The rural sector is a key element of the subregional economy. It accounts for 10% of gross domestic product (GDP) and over 30% of exports in Central America; figures are lower but significant for the other countries. Key challenges are the slow growth of production, productivity, job quality, investment, plus damages inflicted by extreme natural events. Food insecurity will be a major concern, and requires policies to improve food markets, access to food supplies, and coordinate national and regional responses to emergencies. In the energy sector, the proponents of subregional integration must address the major challenge: -the dependence on imported fossil fuels at high and volatile oil prices- and thus avoid any deterioration in the finances of the region's electrical industries and in the fiscal situation in terms of subsidies or debt. The subregion must further develop renewable energy sources and raise efficiency in the framework of the Central American Sustainable Energy Strategy, the Meso-American Energy Integration Program and the work of OLADE. Pending regional issues relate to sustainability, harmonization of regulatory frameworks, local electrical integration entities and electric power generation projects. Institutional and stakeholders' technical capacities must be further enhanced to adapt to climate change, reduce vulnerability to extreme natural events and evaluate their impact, to carry out the recovery. Strategies include efforts to transit to low-carbon economies, climate-smart agriculture, resilient infrastructure and housing, integrated water management and forest protection.

The proposed activities seek to pursue the medium-term objectives of the subprogramme and to achieve the expected accomplishments during the biennium. The progress achieved will be measured by the indicators described below.

Logical framework of the subprogramme:

Objective of the organization: To achieve dynamic growth and sustainable, inclusive and equitable development within a robust and democratic institutional framework and to fulfil the internationally agreed development goals, including those set forth in the Millennium Declaration

Expected accomplishments of the secretariat	Indicators of achievement
(a) Strengthened institutional capacity of the countries in the subregion to address economic and social issues, particularly regarding equality and poverty reduction	(a) (i) Increased number of governmental, private sector and academic institutions in the subregion that formulate policies and measures in the areas of social and economic development, considering ECLAC analysis and policy recommendations, particularly regarding equality and poverty reduction (ii) Increased number of key stakeholders acknowledging that they have benefited from ECLAC outputs and services for economic and social policymaking, particularly regarding equality and poverty reduction
(b) Increased technical capacities of the countries in the subregion to design and evaluate policies and measures for economic development and structural change, trade and integration, and sustainable development, including energy, agriculture and climate change	(b) (i) Increased number of institutions in the subregion which, in formulating policies and measures for economic development and structural change, trade and integration, and sustainable development, including energy, agriculture and climate change, take into account ECLAC analysis and policy recommendations (ii) Increased number of key stakeholders that acknowledge that they have benefited from ECLAC products and services in the areas of economic development and structural change, trade and integration, and sustainable development, including energy, agriculture and climate change

Strategy

This subprogramme, which encompasses the countries of the Central American Isthmus, Cuba, the Dominican Republic, Haiti and Mexico, will be executed by the ECLAC Subregional Headquarters in Mexico in close coordination with other ECLAC divisions and offices. The strategy to be followed will take special account of the relevant provisions of internationally agreed development goals, including those deriving from the Millennium Declaration, in particular regarding the eradication of extreme poverty and hunger, the promotion of gender equality and women's empowerment, ensuring environmental sustainability and building a global partnership for development.

The subprogramme strategy will consist in continued efforts targeted at strengthening the countries' capacity to formulate strategies and policies to promote subregional and regional cooperation. It will focus on the generation, dissemination and application of innovative and sound approaches to tackling the development challenges of the subregion. The subprogramme will also undertake analytical work and make recommendations of policy options for consideration by member States, taking into

account their different national contexts. The subprogramme will further strengthen multisectoral and interdisciplinary analysis, the processing and systematization of data for the maintenance and updating of relevant databases, and the development of analytical models with quantitative and qualitative tools. The subregional headquarters will continue to work in close collaboration with national stakeholders and regional integration institutions in order to strengthen their capacities through the provision of advisory services, training and internships, and the organization and promotion of forums to facilitate policy dialogue and the exchange of best practices and lessons learned.

The main beneficiaries of this subprogramme will be Government authorities and officials of the countries of the region, civil society entities and academic and private sector institutions, and subregional and regional entities, such as those involved in the Central American integration scheme.

Emphasis will also be placed on the following areas: Central American long-term energy development strategy; trade facilitation within the Dominican Republic —Central America— United States Free Trade Agreement (CAFTA-DR); promoting the social benefits of trade; industrial policies, competitiveness and competition policies; macroeconomic modelling for planning in central banks; extreme natural phenomena and adaptation to climate change; in-depth country analysis and technical advice (especially for Haiti).

Lastly, member States will benefit from increased visibility of the subprogramme's work through the continuous updating and development of the Commission's website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) The socioeconomic and institutional environment in the region remains relatively stable or improves and is free from significant external shocks or major disruptions that would require significant priorities changes.

(b) The international community is responsive to, and supportive of, ECLAC member States' needs and concerns, in accordance with the guidelines of the General Assembly and the Economic and Social Council, and with internationally agreed development goals, including those deriving from the Millennium Declaration and the outcomes of the main world summits and conferences in the economic and social spheres.

Activities

Subject area 12.1: Economic development and integration

1. Organization and substantive servicing of meetings

Ad-Hoc expert group meetings

(i) A meeting of monetary authorities to discuss financial inclusion instruments within the context of Basel III (high correlation with expected accomplishment 1 and 2).

(ii) A meeting of experts to examine recent economic trends and the outlook for Mexico, Central America or selected countries of the subregion (high correlation with expected accomplishment 1).

2. Recurrent publications

(i) Two studies on recent economic developments and the prospects for the Central American subregion in 2013-2014 and 2014-2015 (the first to be completed in 2014, the second in 2015) (high correlation with expected accomplishment 1).

(ii) A study on trends in regional integration and trade agreements in Mexico, Central America or selected countries of the subregion (high correlation with expected accomplishment 2).

3. Non-recurrent publications

(i) A study on emerging issues and the economic development and macroeconomic outlook and policies in Mexico, Central America or selected countries of the subregion (high correlation with expected accomplishment 1 and 2).

(ii) A study on key economic and social development issues and policy options in Haiti, Cuba or other selected country of the subregion (high correlation with expected accomplishment 2)

(iii) Two subregional studies on selected aspects of economic growth and financial stabilization in selected countries of the subregion (high correlation with expected accomplishment 2).

4. Other substantive activities

Technical material

(i) Maintenance, updating and expansion of the database on the economic statistics and national accounts of the countries of the subregion (high correlation with expected accomplishment 1 and 2).

(ii) Continuation of the process of institutionalization and implementation of knowledge management strategy, conducting annual monitoring of results, with a view to updating and enriching it (high correlation with expected accomplishment 1 and 2).

Information materials and services

(i) Ten notes on economic development in the countries of the subregion in 2013 and the outlook for 2014, which will serve as inputs to the *Economic Survey of Latin America and the Caribbean, 2014* and the *Preliminary Overview of the Economies of Latin America and the Caribbean, 2014* (high correlation with expected accomplishment 1).

(ii) Ten notes on economic development in the countries of the subregion in 2014 and the outlook for 2015, which will serve as inputs to the *Economic Survey of Latin America and the Caribbean, 2015* and the *Preliminary Overview of the Economies of Latin America and the Caribbean, 2015* (high correlation with expected accomplishment 1).

(iii) Two issues of the annual report of the ECLAC subregional headquarters in Mexico and Central America (high correlation with expected accomplishment 1 and 2).

5. Advisory services

Provision of technical cooperation services to countries in the subregion and other relevant stakeholders that request them in areas relating to the strengthening of their capacities to design and implement macroeconomic and prudential policies, economic integration, or development (high correlation with expected accomplishment 1).

6. Technical cooperation projects

A field project will be implemented in the following area: financial inclusion and/or regional integration—the experience of Mexico, Central America or selected countries of the subregion (high correlation with expected accomplishment 1).

The implementation of operational activities including advisory services; training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 12.2: Social development

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

A meeting of experts to consider policy priorities to strengthen social development in the subregion beyond the Millennium Development Goals (high correlation with expected accomplishment 1).

2. Non-recurrent publications

(i) A study on social development gaps and challenges in the subregion beyond the Millennium Development Goals (high correlation with expected accomplishment 1).

(ii) A study on policies and incentives to promote gender equality in the labour market as well as the care-giving sectors of selected countries of the subregion (high correlation with expected accomplishment 1).

(iii) A study on the design of counter-cyclical social protection policies as automatic stabilizers against external shocks to economic and social development (high correlation with expected accomplishment 1).

(iv) A study on access to education, health and social services and evaluation of policies related to improving the guarantee of Government service delivery (high correlation with expected accomplishment 1).

3. Other substantive activities

Technical material

(i) Maintenance, updating and expansion of the database on social indicators of the countries of the subregion, with a particular focus on multidimensional indicators of social development (high correlation with expected accomplishment 1).

(ii) Establishment and updating of an online course on social policy creation and evaluation: universal access through prioritization and targeting (high correlation with expected accomplishment 1).

4. Advisory services

Provision of technical cooperation services to countries in the subregion and other relevant stakeholders that request them in the areas of policies to strengthen institutional and technical capacities on social protection, gender equality and incentive-based social inclusion, with particular focus on indigenous people (high correlation with expected accomplishment 1).

5. Technical cooperation projects

(i) A field project will be implemented in the following area: integration and mutual obligation in education access and standards in Central America (high correlation with expected accomplishment 1).

(ii) A field project will be implemented in the following area: applications in information and communication technologies for social development, poverty eradication and inequality reduction (high correlation with expected accomplishment 1).

The implementation of operational activities including advisory services; training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 12.3: International trade and productive development

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts to examine development and new trends of international insertion of the subregion (high correlation with expected accomplishment 2).

(ii) A meeting of experts on the opportunities and challenges arising from new dynamic sectors in the subregion and how to promote and benefit from its dynamism (high correlation with expected accomplishment 2).

(iii) A meeting of experts to discuss the integration initiatives, new integration policies and how to promote integration benefits (high correlation with expected accomplishment 2).

2. Non-recurrent publications

(i) A study on opportunities arising from new services in the export sectors in selected countries in the subregion (high correlation with expected accomplishment 2).

(ii) A study on the role of regional investment flows in the subregional integration process (high correlation with expected accomplishment 2).

(iii) A study on selected value chains in the subregion (high correlation with expected accomplishment 2).

(iv) A study on industrial development policies in selected countries in the subregion (high correlation with expected accomplishment 2).

(v) A study on selected policies that enhance the integration of subregional markets (high correlation with expected accomplishment 2).

3. Other substantive activities

Technical material

(i) Maintenance, updating and expansion of the database on trade and integration of the countries in the subregion (high correlation with expected accomplishment 2).

(ii) Maintenance, updating and expansion of ECLAC computer databases (high correlation with expected accomplishment 2).

4. Advisory services

(i) Provision of technical cooperation services to countries in the subregion and other relevant stakeholders that request it in the areas of international trade, integration processes, trade monitoring and training on ECLAC databases (high correlation with expected accomplishment 2).

(ii) Provision of technical cooperation services to countries in the subregion and other stakeholders that request it in areas relating to sectoral policy, particularly strategies and programmes to strengthen industrial development, competitiveness, productivity and the corresponding instruments of analysis. (high correlation with expected accomplishment 2).

5. Technical cooperation projects

A field project will be implemented in the following area: regional value chains, with a view to an in-depth analysis of trade linkages in the subregion (high correlation with expected accomplishment 2).

The implementation of operational activities, including advisory services; training activities and the implementation of technical cooperation projects, will be subject to the availability of extrabudgetary resources.

Subject area 12.4: Agricultural and rural development

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

A meeting of experts to consider sustainable and inclusive climate change adaptation options among vulnerable rural populations of the subregion (high correlation with expected accomplishment 2).

2. Recurrent publications

A study on trends and challenges in the agricultural sector in selected countries of the subregion: food security (high correlation with expected accomplishment 2).

3. Non-recurrent publications

A study on sustainable and inclusive climate change adaptation options among small scale agriculturalists in selected countries of the subregion (high correlation with expected accomplishment 2).

4. Other substantive activities

Technical material

Maintenance, updating and improving the database for the agricultural sector and food security of the countries in the subregion (high correlation with expected accomplishment 2).

5. Advisory services

(i) Provision of technical cooperation services to the countries of the subregion and other relevant stakeholders that request it, in relation to food security, sustainability, climate change and other relevant issues for the agricultural sector and rural areas (high correlation with expected accomplishment 2).

The implementation of operational activities, including advisory services, training activities and technical cooperation projects, will be subject to the availability of extrabudgetary resources.

Subject area 12.5: Energy and natural resources

1. Expert groups, rapporteurs, depository services

Ad-hoc expert group meetings

(i) A meeting of experts to discuss integration and sustainable energy markets in the subregion (high correlation with expected accomplishment 2).

(ii) A meeting of experts to consider the progress achieved in the Central American Sustainable Energy Strategy (high correlation with expected accomplishment 2).

2. Non-recurrent publications

(i) A study on integration and sustainable energy markets for selected countries in the subregion (high correlation with expected accomplishment 2).

(ii) A study on relevant energy issues in the framework of the Central American Sustainable Energy Strategy (renewable sources, efficiency and access to energy, diversification of the energy matrix and/or policies for energy and climate change) (high correlation with expected accomplishment 2).

3. Other substantive activities

Technical material

(i) Maintenance, updating and expansion of the database on the hydrocarbon sector of the countries in the subregion (high correlation with expected accomplishment 2).

(ii) Maintenance, updating and expansion of the database on the electric-power sector of the countries in the subregion (high correlation with expected accomplishment 2).

4. Advisory services

(i) Provision of technical cooperation services to countries in the subregion and other relevant stakeholders that request it in areas relating to economic, environmental and social sustainability in the energy sector (high correlation with expected accomplishment 2).

(ii) Provision of technical cooperation services, upon request, to regional cooperation institutions or mechanisms, including the Central American Integration System (CAIS) energy forums, the Meso-American Project and OLADE (high correlation with expected accomplishment 2).

The implementation of operational activities including advisory services; training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

Subject area 12.6: Climate change and extreme natural events

1. Organization and substantive servicing of meetings

Ad-hoc expert group meeting

A meeting of experts to discuss appropriate implementation measures for climate-change policies, that consider inclusion, sustainability and the transition to low-carbon economies in selected sectors and countries in the subregion (high correlation with expected accomplishment 2).

2. Non-recurrent publications

(i) A study to assess appropriate implementation measures for climate-change policies, that consider inclusion, sustainability and the transition to low-carbon economies in selected sectors and countries in the subregion (high correlation with expected accomplishment 2).

(ii) A study to assess the impact of climate change on vulnerable populations in selected countries of the subregion (high correlation with expected accomplishment 2).

3. Other substantive activities

Technical material

(i) Development, maintenance and regular updating of a database on climate change in the subregion (high correlation with expected accomplishment 2).

(ii) Maintenance and regular update of the database of economic, social and environmental costs of extreme natural disasters in the countries of the subregion (high correlation with expected accomplishment 2).

4. Advisory services

(i) Provision of technical cooperation to the countries of the subregion and other relevant stakeholders that request it, relating to the impact, cost and policy-response options to climate change, based on equitable and sustainable adaptation, including the transition to low-carbon economies (high correlation with expected accomplishment 2).

(ii) Provision of technical cooperation to selected countries of the subregion and other relevant stakeholders that request it, relating to the prevention, mitigation and assessment of the economic, social and environmental impacts of extreme natural events (high correlation with expected accomplishment 2).

5. Training courses, seminars and workshops

(i) Institution- and capacity-building through courses and workshops for the countries of the subregion and other relevant stakeholders, relating to the impact and cost of climate change and national and subregional policy options for equitable and sustainable adaptation, including the transition to low-carbon economies (high correlation with expected accomplishment 2).

(ii) Provision of technical cooperation to selected countries of the subregion and other relevant stakeholders that request it, relating to the prevention, mitigation and assessment of the economic, social and environmental impacts of extreme natural events (high correlation with expected accomplishment 2).

The implementation of operational activities including advisory services, training activities and the implementation of technical cooperation projects will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 13: SUBREGIONAL ACTIVITIES IN THE CARIBBEANPresentation

As they become progressively more integrated into the global economy, Caribbean States are increasingly exposed to the impact of exogenous shocks and to the financial uncertainty prevailing in the international economic environment. They also face development challenges due to the adverse effects of climate change and other external factors.

The fundamental challenge for Caribbean policymakers, therefore, will be to pursue a path of sustainable development that will create a diversified and growing economy with equity, social justice and environmental protection. As open economies, these countries are heavily dependent on the external sector for economic growth, employment, trade and finance. Such openness, however, makes them vulnerable to external shocks and their economic growth highly volatile. In countries which are dependent on exports of natural resources or services such as offshore finance and tourism, economic growth will continue to depend largely on international commodity prices and external demand for these products. The small size of these economies, coupled with a relatively weak private sector, limits opportunities for employment in the formal sector, especially for women and youth. Given their geographic location, these small islands and low-lying coastal countries are also susceptible to natural disasters, such as floods and earthquakes, which weakens their resilience to exogenous shocks.

In order to respond to these challenges, policy-makers will need to restructure and diversify the economy; foster greater equality and social justice in terms of wealth as well as opportunities; and protect the environment.

This will be a difficult process given the high levels of public debt and continuing fiscal and current account deficits in many countries. Issues relating to financing for development, as set out in the Monterrey Consensus, need to be addressed. The small size of their local markets and the need to pursue economies of scale make it imperative for Caribbean countries to redouble integration efforts, both within and outside the Caribbean Community (CARICOM) and to engage more meaningfully with the wider Latin American region to ensure that trade contributes to development as advocated in the Doha Development Agenda.

Economic, environmental and social statistics are critical for measuring progress towards the attainment of internationally agreed development goals, including those deriving from the Millennium Declaration, and to implement evidence-based policies for reducing poverty and inequality that take into account gender dimensions. As indicated in the Cairo Programme of Action (adopted at the United Nations International Conference on Population and Development) and in the Beijing Platform for Action (the outcome of the Fourth World Conference on Women), demographic change will have an impact on the provision of social safety nets and employment and this needs to be taken into account. Such information needs to be disseminated through improved knowledge management in the Caribbean.

The countries of the Caribbean are extremely vulnerable to climate change as most of their infrastructure and income-generating activities are situated in coastal areas, which could be inundated as a result of higher temperatures, changes in precipitation and sea level rise. In keeping with the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, issues relating to climate change, agriculture, energy, tourism, water and natural resources management will need to be addressed.

The challenge in relation to the subprogramme will be to demonstrate that these goals are an integral part of the process of economic and social restructuring, identify existing resource gaps and propose policy solutions. The purpose of the proposed activities is to contribute to the attainment of the objective of the subprogramme in the medium term; this will be measured using the indicators of achievement described below.

Logical framework of the subprogramme:

Objective of the organization: To strengthen the development process in the economic, social and environmental fields in the Caribbean and enhance the subregion's cooperation with Latin America

Expected accomplishments of the secretariat	Indicators of achievement
(a) Improved capacity of countries in the subregion to address economic, social and environmental development issues	(a) (i) Increased number of policy measures in the areas of economic, social and environment development formulated or adopted by countries of the subregion in line with ECLAC analyses and recommendations (ii) Increased number of Government institutions, policy makers and other stakeholders acknowledging that they have benefited from ECLAC products and services to promote economic, social and environmental development
(b) Improved institutional capacity in countries of the subregion to follow up on the major international agreements in the economic, social and environmental fields	(b) (i) Increased number of policies, programmes and measures adopted to follow up on the major international agreements in the economic, social and environmental fields, in line with ECLAC analyses and recommendations
(c) Enhanced regional dialogue, cooperation and collaboration in the Caribbean to address economic, social and environmental development issues	(c) (i) Increased number of Caribbean institutions and Governments actively engaged in regional dialogue and/or cooperation and collaboration mechanisms coordinated by ECLAC (ii) Increased number of regional initiatives adopted on the advice of ECLAC to promote regional cooperation and integration

Strategy

Responsibility for the implementation of the subprogramme rests with the ECLAC Subregional Headquarters for the Caribbean, which will work in close coordination with the rest of the ECLAC system. The strategy applied under the subprogramme will focus on continuing to provide technical secretariat services and support to the Caribbean Development and Cooperation Committee (CDCC), as a subsidiary body of ECLAC, in enhancing its relevance and role in guiding the work of the Subregional Headquarters in the region. Efforts under this subprogramme will also seek to facilitate the active engagement of countries of the subregion in the follow-up to global conferences in terms of monitoring, evaluating and reporting on progress made on internationally agreed development goals, including those deriving from the Millennium Declaration.

The ECLAC Subregional Headquarters for the Caribbean will provide substantive programmatic assistance to support policymaking and action by Caribbean member States, to enhance their response to a range of development challenges, including pressing economic, social and environmental issues, and to strengthen their resilience to external shocks.

To this end, the activities conducted under the subprogramme will:

- (a) focus on issues regarding financing for development, support for the development of capacity for market diversification, and integration and trade opportunities to facilitate more effective assimilation of the Caribbean economies to the global economy;
- (b) facilitate a review of progress achieved on the implementation of the Millennium Development Goals, the Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and other important platforms for action;
- (c) support member States in the application of technology and innovation through knowledge management to enhance the development process;
- (d) support the enhancement of statistical capacity for more effective evidence-based policymaking in the Caribbean.

In order to achieve this, the ECLAC subregional headquarters will continue to undertake research and analysis of emerging issues and challenges facing the Caribbean subregion with a view to facilitating the search for appropriate policy solutions. Specialized advisory and technical cooperation services will also be provided and workshops and seminars organized. These will strengthen capacity for national responses, while promoting regional collaboration and coordination among all stakeholders and facilitating horizontal cooperation, networking and the sharing of experiences.

The main users of the outputs of the subprogramme will be the representatives of Government of member States and technical staff from public institutions in the Caribbean subregion. Other users will include public, private and civil society bodies responsible for the design and implementation of development programmes, policies and projects.

The ECLAC Subregional Headquarters for the Caribbean will work closely with the CARICOM Secretariat, CDB, CCCCC and the OECS Secretariat, among others. The subprogramme will provide a more effective interface for member States and the United Nations system by strengthening the role of CDCC as a regional intergovernmental forum and as subregional coordinator of the United Nations specialized agencies, programmes and funds and other interested parties. In this way, it will help to deliver more efficient and effective services and development support to the subregion. In collaboration with other bilateral and multilateral cooperation partners, the Subregional Headquarters will maximize its impact in beneficiary countries.

Lastly, the visibility of the work and major achievements of the Subregional Headquarters will be enhanced through a vibrant outreach programme, including more active engagement with the member States, continuous updating and development of its website and databases, wide dissemination of its main publications and findings in international events and relevant conferences, and participation in key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) Confidence in the relationship between ECLAC and the key national stakeholders is maintained and significantly strengthened;

(b) Collaboration and cooperation are enhanced between regional and international organizations operating in the subregion, which is crucial to the overall success of the work of the subprogramme.

Activities

Subject area 13.1: Caribbean Development and Cooperation

1. Organization and substantive servicing of meetings

Intergovernmental meetings

(i) A session of the Caribbean Development and Cooperation Committee (CDCC) (high correlation with expected accomplishments 1 and 3).

(ii) A meeting of the Monitoring Committee of the Caribbean Development and Cooperation Committee (high correlation with expected accomplishments 1 and 3).

Ad-hoc expert group meetings

(i) Two meetings of the Caribbean Development Round table (high correlation with expected accomplishments 1, 2 and 3).

(ii) An expert group meeting to review progress in the achievement of the Millennium Development Goals in the Caribbean: 2000-2015 (high correlation with expected accomplishments 1, 2 and 3).

Parliamentary documentation

(i) Reports on issues for consideration by CDCC in 2014 (high correlation with expected accomplishments 1 and 3).

(ii) Reports on issues for consideration by the CDCC Monitoring Committee in 2015 (high correlation with expected accomplishments 1 and 3).

2. Recurrent publications

Publication of the Caribbean Development Report (high correlation with expected accomplishments 1, 2 and 3).

3. Non-recurrent publications

Publication on the progress in achievement of the Millennium Development Goals in the Caribbean: 2000-2015 (high correlation with expected accomplishments 1, 2 and 3).

4. Other substantive activities

Booklets, fact sheets, wall charts, information kits

(i) Publication of ECLAC Focus on the Caribbean (eight issues in the biennium, in English only) (moderate correlation with expected accomplishments 1 and 3).

(ii) Publication of the ECLAC Newsletters on economic and social, statistics, knowledge management and sustainable development issues (twenty-four issues in the biennium) (high correlation with expected accomplishments 1 and 3).

Subject area 13.2: Economic development and integration

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) An expert group meeting to examine trade performance, market diversification, integration and trade opportunities in the Caribbean in line with the Doha Development Agenda (high correlation with expected accomplishments 1 and 2).

(ii) An expert group meeting to examine selected issues on financing for development in the Caribbean in line with the Monterrey Consensus (high correlation with expected accomplishments 1 and 2).

2. Recurrent publications

(i) Two issues of the annual publication of the *Economic Survey of the Caribbean* (high correlation with expected accomplishment 1).

3. Non-recurrent publications

(i) Publication on examining trade performance, market diversification, integration and trade opportunities in the Caribbean in line with the Doha Development Agenda (high correlation with expected accomplishment 1 and 2).

(ii) Publication on selected issues on financing for development in the Caribbean in line with the Monterrey Consensus (high correlation with expected accomplishment 1 and 2).

4. Advisory services

Provision of technical cooperation and assistance to countries, upon request, on macroeconomic policies and regional integration (high correlation with Expected Accomplishments 1 and 2).

5. Training courses, seminars and workshops

Regional seminar on selected economic development issues in the Caribbean (high correlation with expected accomplishments 1, 2 and 3).

6. Intermediate activities

Contributions to the texts of (i) *Economic Survey of Latin America and the Caribbean*; (ii) *Foreign Direct Investment in Latin America and the Caribbean*; (iii) *Latin America and the Caribbean in the World Economy*; (iv) *Preliminary Overview of the Economies of Latin America and the Caribbean* (high correlation with expected accomplishment 1).

The implementation of operational activities, including advisory services and training activities will be subject to the availability of extra-budgetary resources.

Subject area 13.3: Knowledge management

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) An expert group meeting to strengthen the design and use of knowledge networks in the Caribbean (high correlation with expected accomplishments 1 and 2).

(ii) An expert group meeting on selected issues of the information society and knowledge economy in the Caribbean (high correlation with expected accomplishments 1 and 2).

2. Non-recurrent publications

(i) Publication on strengthening the design and use of knowledge networks in the Caribbean (high correlation with expected accomplishments 1 and 2).

(ii) Publication on selected issues of the information society and knowledge economy in the Caribbean (high correlation with expected accomplishments 1 and 2).

3. Other substantive activities

Technical materials

(i) Development and implementation of a Caribbean Knowledge Repository (high correlation with expected accomplishment 1; moderate correlation with expected accomplishment 2).

(ii) Development of a knowledge society assessment toolkit (methodology) (high correlation with expected accomplishment 1).

4. Advisory services

Provision of technical cooperation and assistance to countries, upon request, on issues relating to knowledge management (high correlation with expected accomplishments 1 and 2).

5. Training courses, seminars and workshops

A regional seminar on selected knowledge management issues in the Caribbean (high correlation with expected accomplishments 1, 2 and 3).

6. Intermediate activities

Provision of inputs for *ECLAC Databases on ICT and Knowledge Economies Indicators, including integrated follow-up to the WSIS and eLAC Plans of Action* (high correlation with expected accomplishments 1 and 2).

The implementation of operational activities, including advisory services and training activities will be subject to the availability of extra-budgetary resources.

Subject area 13.4: Social development

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) An expert group meeting to review selected issues on the implementation of the Cairo Declaration on Population and Development in the Caribbean (high correlation with expected accomplishments 1 and 2).

(ii) An expert group meeting to review selected issues on the implementation of the Beijing Declaration and Platform for Action in the Caribbean: 1995-2015 (high correlation with expected accomplishments 1 and 2).

2. Non-recurrent publications

(i) Publication on the implementation of the Cairo Declaration on Population and Development in the Caribbean (high correlation with expected accomplishments 1 and 2).

(ii) Publication on selected issues on the implementation of the Beijing Declaration and Platform for Action in the Caribbean: 1995-2015 (high correlation with expected accomplishments 1 and 2).

3. Advisory services

Provision of technical cooperation and assistance to countries, upon request, on social development, population and gender issues in the region. (high correlation with expected accomplishments 1 and 2).

4. Training courses, seminars and workshops

A regional seminar on selected social development issues in the Caribbean (high correlation with expected accomplishments 1, 2 and 3).

5. Intermediate activities

Contributions to the text of *Social Panorama of Latin America* (high correlation with expected accomplishments 1 and 2).

The implementation of operational activities, including advisory services and training activities, will be subject to the availability of extrabudgetary resources.

Subject area 13.5: Statistics

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) An expert group meeting on selected issues of social, economic and environmental statistics in the Caribbean (high correlation with expected accomplishments 1 and 2).

(ii) An expert group meeting on the challenges of managing statistical systems in the Caribbean (high correlation with expected accomplishments 1 and 2).

2. Non-recurrent publications

(i) Publication on selected issues of social, economic and environmental statistics in the Caribbean (high correlation with expected accomplishments 1 and 2).

(ii) Publication on the challenges of managing statistical systems in the Caribbean (high correlation with expected accomplishments 1 and 2).

3. Other substantive activities

Technical materials

Updating and maintenance of selected statistical indicators, including those on the Millennium Development Goals (high correlation with expected accomplishment 1).

4. Advisory services

Provision of technical cooperation and assistance, upon request, to countries on statistics and national strategies on knowledge economies and knowledge societies (high correlation with expected accomplishments 1 and 2).

5. Training courses, seminars and workshops

Regional seminar on selected issues on economic, social and environmental statistics in the Caribbean (high correlation with expected accomplishments 1, 2 and 3).

6. Intermediate activities

Preparation of inputs for the following publications: (i) *Economic Survey of Latin America and the Caribbean*; (ii) *Foreign Direct Investment in Latin America and the Caribbean*; (iii) *Latin America and the Caribbean in the World Economy*; (iv) *Preliminary Overview of the Economies of Latin America and the Caribbean*; (v) *Social Panorama of Latin America*; (vi) *Statistical Yearbook for Latin America and the Caribbean*; and preparation of inputs for the *Gender Equality Observatory for Latin America and the Caribbean*.

The implementation of operational activities, including advisory services and training activities will be subject to the availability of extrabudgetary resources.

Subject area 13.6: Sustainable development

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) An expert group meeting on the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (MSI): 2004-2014 (high correlation with expected accomplishment 2).

(ii) An expert group meeting on an integrated approach to resource management in the Caribbean (high correlation with expected accomplishment 1 and 2).

(iii) An expert group meeting on new technologies, including energy efficiency and renewable energy technologies (high correlation with expected accomplishments 1 and 2).

2. Non-recurrent publications

(i) Publication on the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (MSI): 2004-2014 (high correlation with expected accomplishment 2).

(ii) Publication on an integrated approach to resource management in the Caribbean (high correlation with expected accomplishments 1 and 2).

(iii) Publication on new technologies, including energy efficiency and renewable energy technologies (high correlation with expected accomplishments 1 and 2).

3. Other substantive activities

Technical material

Preparation of public education material information on issues highlighted in the Barbados Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy for Implementation, focusing on agriculture, energy, tourism, water and waste management, and update and maintenance of weblinks relating to sustainable development (high correlation with expected accomplishments 1, 2 and 3).

4. Advisory services

Provision of technical cooperation and assistance to countries, upon request, on policies to promote environmental technologies and disaster-preparedness and risk reduction (high correlation with expected accomplishments 1 and 2).

5. Training courses, seminars and workshops

A regional seminar on sustainable development issues in the Caribbean (high correlation with expected accomplishments 1, 2 and 3).

The implementation of operational activities, including advisory services and training activities will be subject to the availability of extrabudgetary resources.

SUBPROGRAMME 14: SUPPORT FOR REGIONAL AND SUBREGIONAL INTEGRATION AND COOPERATION PROCESSES AND ORGANIZATIONSPresentation

In its pursuit of social inclusion, growth with equality, sustainability and integration, the Latin American and Caribbean region is facing new political challenges to its development. These challenges stem from the major shifts occurring in the world economy, with the rise of new growth blocs made up of China, India and the Asia-Pacific region, eclipsing the traditional relationships between North and South and between Atlantic and Pacific.

Over the years, Latin America and the Caribbean had reflected the image of a collective identity, notwithstanding the fact that at certain periods, the prospect of achieving unity seemed very remote. In the past few years, the idea of political, economic, social and cultural integration was strengthened and countries embraced these goals as a precondition for successfully tackling their development challenges.

Intergovernmental integration schemes and organizations in the region (such as CARICOM, SICA, LAIA, ALBA, UNASUR and CELAC) demonstrate the decision to promote and project a concerted voice from Latin America and the Caribbean in the discussion on major issues on the international agenda; assume a joint position as a region in multilateral forums and global conferences with regard to important events; and strengthen the region in its dialogue with other countries and other regions of the world.

The regional and subregional organizations that have taken shape over the decades represented an advance towards the integration of Latin America and the Caribbean. They have generated opportunities for reciprocal action that have fostered trust and formalized relations between the countries steering them towards a shared future in which they can act as a close-knit community.

This subprogramme will help to fulfil the integration goals set forth in the declarations of the intergovernmental integration schemes in the region, providing support for the optimal use of their resources and serving as a complement to their efforts.

Specifically, the subprogramme will provide support to subregional and regional organizations, promoting coordination, cooperation, complementarity and synergy and contributing to convergence processes when the Commission's participation is required. In addition, it will make technical and substantive contributions to facilitate debate and the construction of intraregional agreements, as well as to strengthen the interests and the positioning of Latin America for participation in interregional and global political dialogues.

The proposed activities will be geared towards fulfilment of the objectives of the subprogramme in the medium term and of the expected accomplishments during the biennium. These accomplishments will be measured using the indicators of achievement set out below.

Logical framework of the subprogramme:

Objective of the organization: To strengthen regional and subregional integration processes, their convergence, and the participation of Latin America and the Caribbean in interregional and global political dialogues.

Expected accomplishments of the secretariat	Indicators of achievement
(a) Improved capacity of regional and subregional mechanisms to deepen their integration processes and promote their convergence	(a) (i) Increased number of times that the Commission's technical and substantive inputs are used to facilitate regional debate and consensus-building on social, economic and sustainable development issues, as requested by regional and subregional mechanisms (ii) Increased number of joint activities or initiatives in which various regional and subregional schemes and mechanisms participate to share knowledge and experiences with technical and logistical support from ECLAC
(b) Enhanced political dialogue of regional and subregional schemes with third parties and extra regional actors	(b) (i) Increased number of times in which the Commission's technical and substantive inputs are used to facilitate regional dialogue with third parties, including extraregional partners or mechanisms, on social, economic and sustainable development issues as requested by regional and subregional mechanisms (ii) Increased number of times in which regionally agreed positions are presented in global forums or summits with technical support from ECLAC

Strategy

Responsibility for the implementation of the subprogramme rests with the Office of the Executive Secretary and the Secretary of the Commission, which, given its multidisciplinary approach, will work in close coordination with the rest of the substantive ECLAC divisions, and the subregional and national offices.

The strategy applied under the subprogramme will focus on providing technical and logistical support to the Latin American and Caribbean integration and cooperation organizations, mechanisms and coordination schemes, both in support of their own agendas, in their convergence efforts and initiatives, and in the external interactions with third parties.

The main characteristic of this subprogramme is the dynamic demand of the actors to whom services are provided in the fields of data, statistics, indicators, analytical and normative work through conference and position papers, development of methodologies for various purposes and logistical support upon request. While subprogramme 1 focuses on trade policies and negotiations of agreements within the framework of the issues under the purview of the World Trade Organization (WTO), this subprogramme focuses on strengthening the political action of subregional and regional integration mechanisms and platforms in both their internal and external agendas.

The subprogramme is designed to strengthen regional and subregional groups and schemes in Latin America and the Caribbean, by providing technical support, updated, timely and relevant cutting-edge information, statistics and indicators, analytical work, as well as logistical support for meetings and

summits. The Commission's analytical work and recommendations will help these organizations to build consensus concerning new challenges in regional integration and cooperation, pursue social, economic and sustainable development and engage in political dialogue with third parties. Assistance will also be provided in the follow-up of agreements and their respective implementation mechanisms. Furthermore, the subprogramme will provide advisory and technical cooperation services to support these regional and subregional mechanisms in their efforts to improve regional integration and cooperation through south-south and triangular cooperation modalities.

The Office of the Executive Secretary will work closely primarily with CELAC, UNASUR, CAN, CARICOM, LAIA, MERCOSUR, ALBA and SICA. Collaboration with other bilateral and multilateral cooperation partners will also be enhanced to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries.

Collaboration with CELAC was specifically requested by Heads of State and Government of Latin America and the Caribbean, in the 2012 Caracas Action Plan, in which they requested the Commission's cooperation in activities designed to address the international financial crisis and the new financial architecture. In that document, they also requested support from ECLAC in the field of complementarity and cooperation between regional and subregional integration mechanisms by facilitating the discussion and the exchange of experiences on regional economic policies.

The main beneficiaries of this subprogramme will be the Governments of the region, officials involved with all the integration processes in the economic, social, and political spheres, as well as other stakeholders of business and the civil society sectors concerned with all the relevant aspects of integration and the associated political dialogue.

The outputs of the subprogramme include the publication of several documents and technical material; organization of and participation in meetings and summits; and the provision of technical cooperation services to relevant stakeholders in cooperation with other programmes, agencies and funds of the United Nations and other international organizations.

Lastly, the subprogramme will seek to ensure visibility of its work and major achievements through a dynamic outreach programme, including active engagement with the member States, wide dissemination of publications and findings in international events and relevant conferences, as well as participation in key forums involving relevant policymakers, academia and other stakeholders from both within and outside the region.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) The international situation remains politically, socially and economically stable and is conducive to political dialogue, and cooperation is treated as a priority in order to move forward on development issues.

(b) The countries of Latin America and the Caribbean continue to support and give high priority to regional and subregional cooperation, integration and convergence schemes with a view to achieving economic, social and environmentally sustainable development.

(c) The Commission continues to inspire confidence in terms of its technical competence and analytical capabilities and its ability to support the region in its convergence and regional and subregional integration schemes.

Activities

Subject area 14.1: Cooperation in promoting regional and subregional integration and cooperation processes and organizations

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) Two ad hoc meetings of national experts in economic, social and political spheres in Latin America and the Caribbean to consider regional and subregional trends and the performance of organizations in the light of their performance indicators (high correlation with expected accomplishment 1).

(ii) A meeting of national experts from the economic, social and political spheres of Latin America and the Caribbean to consider advances in indicators of progress towards the Millennium Development Goals and the development agenda beyond 2015, and the role of regional and subregional processes and organizations in this regard (high correlation with expected accomplishment 1).

(iii) Two annual meetings between integration organizations and experts (from the private sector and civil society) to discuss and share experiences in regional economic and social policies, in accordance with priorities set in the programmes of these organizations for the period 2014-2015 (high correlation with expected accomplishment 1).

2. Non-recurrent publications

(i) A study on the scope for, and processes of, convergence of the regional and subregional integration organizations (high correlation with expected accomplishment 1).

(ii) A study on the processes, strategies and achievements by sector of the regional and subregional integration organizations (high correlation with expected accomplishment 1).

3. Other substantive activities

Technical material

Preparation of substantive contributions for intergovernmental meetings on important integration and cooperation meetings at the request of Governments and organizations (high correlation with expected accomplishment 1).

4. Advisory services

(i) Provision of technical cooperation services to regional and subregional processes and organizations that request it in areas relevant to the Commission's mandate (high correlation with expected accomplishment 1).

(ii) Provision of technical cooperation services to countries in the region, the business sector and any other interested parties, in relation to strategies for convergence of all regional and subregional processes (high correlation with expected accomplishment 1).

5. Training courses, seminars and workshops

Cooperation with Government entities, as well as with regional and subregional organizations in the preparation of courses and seminars relating to strategies and processes for convergence and integration (high correlation with expected accomplishment 1).

The implementation of operating activities including advisory services, training activities and technical cooperation projects will be subject to the availability of extrabudgetary resources.

6. Intermediate activities

(i) Coordination of activities with integration and cooperation organizations in support of their programmes and initiatives as well as their convergence schemes (high correlation with expected accomplishment 1).

(ii) Coordination with the Governments of the region, relevant officials and other non-governmental stakeholders to strengthen the political action of the subregional and regional integration processes and organizations (high correlation with expected accomplishment 1).

(iii) Coordination with other United Nations specialized agencies, programmes and funds and other international organizations in providing technical cooperation services to the interested parties (moderate correlation with expected accomplishment 1).

Subject area 14.2: Political dialogue between regional and subregional organizations and extraregional stakeholders and third parties

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

(i) Two meetings of national officials and experts to consider regional and subregional integration processes in terms of their existing relationship with extraregional stakeholders with whom dialogue is currently being prioritized, such as Europe (CELAC-European Union meetings and Ibero-American summits), North America (Summit of the Americas), India, Republic of China, as well as how they are projected globally (high correlation with expected accomplishment 2).

(ii) Two meetings with other regional stakeholders (the business sector and civil society), that are interested in biregional dialogue with other interlocutors: Europe (CELAC-European Union meetings, Ibero-American summit), North America (Summit of the Americas), India, Republic of China and other regions or countries with which the organizations wish to engage on a priority basis (high correlation with expected accomplishment 2).

2. Non-recurrent publications

Two studies on the relationship between the Latin American and Caribbean region and regions or countries to be treated as priorities for subregional or regional integration processes or organizations (high correlation with expected accomplishment 2).

3. Other substantive activities

Technical material

Preparation of substantive contributions for the regional or subregional meetings, upon request, with extraregional stakeholders and third parties and in collaboration with other agencies (high correlation with expected accomplishment 2).

4. Advisory services

(i) Provision of technical cooperation services upon request to regional and subregional organizations in their relationships with extraregional stakeholders and third parties in areas relating to the Commission's mandate (high correlation with expected accomplishment 2).

(ii) Provision of technical cooperation services to countries in the region, the business sector and other interested parties in relation to the convergence strategies of all regional and subregional processes in terms of how they interact with extraregional stakeholders and third parties (high correlation with expected accomplishment 2).

5. Training courses, seminars and workshops

Cooperation with Government entities as well as regional and subregional mechanisms and organizations in preparing courses and seminars on strategies relating to extraregional stakeholders and third parties (high correlation with expected accomplishment 2).

The implementation of the operating activities, such as advisory services, training activities and the execution of technical cooperation projects, will be subject to the availability of extrabudgetary resources.

6. Intermediate activities

(i) Coordination of activities with integration and cooperation organizations in support of their relationship with extraregional stakeholders and third parties (high correlation with expected accomplishment 2).

(ii) Coordination with Governments in the region, relevant national officials and other relevant non-governmental organizations to strengthen interactions between Latin America and the Caribbean and specific countries as well as with other regions and third parties (high correlation with expected accomplishment 2).

(iii) Coordination with other United Nations specialized agencies, programmes and funds as well as with other international organizations in providing technical cooperation services to parties interested in strengthening dialogue with extraregional stakeholders or other interested parties (moderate correlation with expected accomplishment 2).

Annex

TYPES OF ACTIVITIES1. Organization and substantive servicing of meetingsIntergovernmental meetings

Organization of meetings of representatives of Government institutions in the member countries to consider a specific topic relevant to the work of those bodies. In most cases, the reference is to meetings of subsidiary bodies of the Commission. ECLAC will prepare a report or substantive document on the relevant subject. In others, the Commission's participation will be confined to the execution of the specified activities.

Ad-hoc expert group meetings

Meetings of specialists from outside the United Nations system for the purpose of providing advisory assistance to the Executive Secretary of ECLAC in respect of a specific subject. The Commission usually prepares a report or substantive document on the topic in question to serve as a basis for the discussion.

2. Recurrent publications

Studies published by ECLAC at regular intervals specified in advance in the secretariat's publications programme, such as the *Economic Survey of Latin America and the Caribbean and the Social Panorama of Latin America*.

3. Non-recurrent publications

Studies which are published by ECLAC in accordance with its publications programme but which do not appear on a regular basis.

4. Other substantive activitiesTechnical materials

Information contained in databases, computer programs and other media which may be used in the production of the final outputs of scheduled activities but which are not themselves classified as outputs.

Booklets, fact sheets, wall charts, information kits

All those outputs whose purpose is to disseminate information on the activities of ECLAC. Examples include pamphlets, information notes and press releases, exhibition posters and visual materials, filmed and videotaped documentaries, material for radio broadcasts, guided tours and special events.

5. Advisory services

Provision of technical cooperation services to member countries at their request.

6. Training courses, seminars and workshops

Specialized training seminars and courses organized and held for the benefit of member countries.

7. Technical cooperation projects

Technical cooperation projects which are expected to be implemented during the biennium.

8. Intermediate activities

Any activity whose results may be used in the production of final outputs.



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