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Fifteenth meeting of the Regional Council for Planning  
of the Latin American and Caribbean Institute  
for Economic and Social Planning (ILPES)

Yachay, Ecuador, 19 November 2015

**REPORT ON THE ACTIVITIES OF THE LATIN AMERICAN AND CARIBBEAN  
INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING (ILPES), 2014-2015**

**Strengthening public administration and planning for development  
in Latin America and the Caribbean**

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## INTRODUCTION

This report will be submitted to the fifteenth meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), to be held in Yachay (Ecuador) on 19 November 2015. The report outlines the activities carried out by ILPES in 2014-2015, pursuant to the programme of work of the Economic Commission for Latin America and the Caribbean (ECLAC) adopted at the thirty-fourth session of the Commission in San Salvador in 2012.

To implement the programme of work, the ministers and authorities responsible for planning set out strategic guidelines at the fourteenth meeting of the Regional Council for Planning, held in Brasilia, in November 2013, and at the twenty-fourth and twenty-fifth meetings of the Presiding Officers of the Regional Council for Planning, held in La Antigua (Guatemala), in June 2014, and in Santiago, in August 2015, respectively. The Council is invited to examine this 2014-2015 activities report at its fifteenth meeting and to submit its findings for consideration at the thirty-sixth session of ECLAC, to be held in Mexico, in May 2016.

### A. BACKGROUND

The objective of the ILPES programme of work for 2014-2015 is “to improve public-sector management in the countries of region with regard to economic and social planning, budgeting and local-development strategies.”<sup>1</sup> The expected accomplishments are:

- (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.
- (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.

The indicators of achievement to measure progress towards these accomplishments are more public agencies and other public entities in the region benefitting from the Institute’s services and adopting policies and measures in line with ECLAC recommendations; more participants acknowledging that they have benefited from training activities; more readers of ILPES publications acknowledging that they have benefited from the analysis and policy recommendations contained therein; more public agencies participating in networks and seminars organized by ILPES; and more participants in those forums and networks who acknowledge that they have benefited from those activities.

The activities undertaken to achieve these accomplishments include, among other generic, intermediate or support activities, holding meetings of the Regional Council for Planning and of its Presiding Officers, and four international meetings of experts; preparing overviews of public management and territorial development in Latin America and the Caribbean (*Panorama de la Gestión Pública en América Latina y el Caribe* and *Panorama del Desarrollo Territorial en América Latina y el Caribe*

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<sup>1</sup> See subprogramme 10: Planning of public administration, in *Draft programme of work of the ECLAC system, 2014-2015* (LC/G. 2526 (SES 34/5)), 2012, pp. 75-80.

[Spanish only]) and ten other publications on specific topics; organizing 22 training courses and workshops; undertaking technical cooperation and advisory services and projects; updating and improving manuals and databases; and contributing to ECLAC publications.

On the basis of these general objectives, activities and indicators, in accordance with the mandates and regulations established by the relevant bodies of the United Nations secretariat, the Regional Council for Planning at its XIV meeting in Brasilia, in 2013, identified priorities and set out strategic guidelines, notably in its resolution CRP/XIV/01.<sup>2</sup>

The Council requested the Chief of ILPES to promote applied research, technical cooperation, advisory services and training in subjects related to the regional dimension of development, public and private investment, infrastructure, prospective analysis and the role of the State in various spheres of development. It took note of the Institute's medium-term strategic proposal, which includes creating a repository of development plans; strengthening the regional perspective in development planning; training non-governmental, key development stakeholders; and improving the targeting of and cooperation with countries of the Caribbean subregion.

Summaries of the main activities undertaken and the results of implementing the programme of work are provided below. There are also summaries of other training and advisory activities, added in response to member States' requests in order to address new challenges and priorities in the areas of planning and public management that arose during the biennium.

## **B. ACTIVITIES, RESULTS AND ACHIEVEMENTS**

### **1. The Regional Council for Planning: advisory body for ILPES activities and forum for political dialogue between planning authorities**

A core ILPES activity is organizing intergovernmental meetings of planning authorities from the region. After the fourteenth meeting of the Council at the end of 2013, where Ecuador and Guatemala were elected as Co-Chairs of the Council and 11 countries were appointed as Presiding Officers, the authorities met on three occasions during 2014-2015: the last meeting, the fifteenth meeting of the Regional Council for Planning, will be held in Ecuador in November 2015. The Presiding Officers met twice, once in La Antigua (Guatemala), in June 2014, and then again in Santiago, in August 2015, both of which were attended by high-level representatives from nearly all member States. The Presiding Officers made progress on defining the priorities for a joint programme of work and discussed experiences and challenges that should be taken into account when mainstreaming the 2030 Agenda for Sustainable Development into national planning processes.

Over the course of the biennium 2014-2015, the Regional Council for Planning has been consolidating its role as a regional political forum for national planning authorities to discuss and exchange planning practices, in order to achieve synergies and optimize resources for intergovernmental efforts to

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<sup>2</sup> See ECLAC, *Report of the fourteenth meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), Brasilia, 22 November 2013 (LC/L.3782)*, Santiago, February 2014.

strengthen development and public management planning in the region. One of the most important issues for government representatives is coordination between the various government planning forums.

ILPES mandate includes supporting all regional intergovernmental forums on this matter. Among other initiatives ILPES has helped to create the Latin American network of national policymakers with a focus on regional development, which brings together planning and territorial development bodies and is backed by the European Union and the Organization for Economic Cooperation and Development (OECD). It participates in meetings of the Latin American and Caribbean Network of Development Planning (REDEPLAN), a coordination initiative among the planning authorities of various countries of the region, under the auspices of the Inter-American Development Bank (IDB). It is joint organizer of meetings of the Network of National Public Investment Systems of Latin America (SNIP), which seeks to improve the quality of public investment. It participates in intergovernmental budgetary, fiscal and financial coordination meetings with Argentina, Brazil, Colombia and Mexico. It works with the Open Government Partnership to promote the implementation of good practices in these areas. Lastly, it is linked to different future-oriented networks and promotes the use of this discipline in public policy.

In short, the Regional Council for Planning was revitalized during the biennium 2014-2015. It has brought together senior officials, who, on the basis of the ILPES programme of work, have guided the focus of the Institute's interventions in the countries of the region, for example, by discussing planning practices in the region; diffusing planning instruments, methodologies and tools; strengthening participatory planning with a regional vision; and incorporating a long-term view into planning and promoting forecasting as a public policy instrument. The Institute has developed knowledge and skills in these areas which, in turn, have been incorporated into ILPES technical training and assistance services, in the form of analysis, studies and management of networks, as well as seminars, workshops and conferences.

In accordance with the resolutions adopted at the fourteenth meeting of the Regional Council for Planning in 2013, at the fifteenth meeting of the Council, ILPES will submit a draft regional programme to strengthen development planning, which seeks to construct a vision of the future we want; to establish the development plans repository; to strengthen good planning practices; and to build planning and public management capacities in order to implement the 2030 Agenda for Sustainable Development.

## **2. ILPES: meeting place for planning experts**

The Institute organizes events on the sidelines of the meetings of the Regional Council for Planning and its Presiding Officers, open to the general public, in which planning and public management experts from the region and the rest of the world participate. The Institute also organizes seminars and workshops throughout the year that are widely attended. These conferences, meetings and seminars address new approaches and emerging development planning and public management issues.

The work of ILPES has made ECLAC one of the leading international institutions on the subject of foresight and its inclusion as a component of public policy, and carrying out training and advisory activities on foresight, future studies and constructing long-term development visions in the region.<sup>3</sup> The first international event organized by ECLAC on foresight for development, the seminar entitled "Latin America and the Caribbean in 2030: world visions, continental views" (Santiago, September 2014) received financial

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<sup>3</sup> See Commission on Science and Technology for Development, *Strategic foresight for the post-2015 development agenda*. Report of the Secretary-General, (E/CN.16/2015/3), New York, 2015, p. 5.

support from the Government of the Republic of Korea and was attended by some 240 participants from ten countries. It brought together international experts from the United States, Europe and Asia. In this connection, ILPES helped to create the Ibero-American Futurists Network at a meeting in Santo Domingo in February 2015 and has participated regularly in numerous events held by futurist organizations and networks, which help to enrich the services ILPES provides to the countries of the region. As outlined below, ILPES also supports several governments' efforts to build foresight capacity.

As a result of the research, training courses and advisory services it has developed over recent years, ILPES has established itself as the most experienced and knowledgeable institution on open government matters in the region. In order to promote the Open Government Partnership, ILPES, together with the Governments of Mexico and Canada and the Organization of American States among others, organized a seminar on open government in the Americas, held in Maryland (United States) in March 2015, and has participated in various workshops on the matter. It is currently working with the Division for Public Administration and Development Management of the Department of Economic and Social Affairs of the United Nations on an international project to promote good practices with regard to transparency, participation and collaboration within the paradigm of open government, in which government and civil society representatives from Panama and Uruguay are participating.

In 2014 the second symposium on economic and social planning was held, following the model that had been launched with great success in 2013. At the second symposium, 29 papers were presented on the theme of foresight and long-term planning and participants split into eight working groups. Eight of the papers presented at the symposium were selected and published as an e-book.

With regard to local development, emphasis was placed on coordination and cooperation between different levels of government. In 2014, an international seminar was held on "Multilevel dynamics and regional development: challenges to equal structural change". In 2015, a seminar on territorial competitiveness policies was held, which focused on systemic competitiveness. These meetings have helped to strengthen the Latin American network of national policymakers with a focus on regional development.

In addition, in April 2015, the fifth international seminar of the Network of National Public Investment Systems in Latin America and the Caribbean was held in Santiago, organized by the Ministry of Social Development of Chile, IBD and ILPES.

### **3. ILPES: planning repository, reference and source of information**

ILPES produces various publications, with different purposes and audiences: institutional documents, books, series of working documents, manuals and project documents. ILPES also uses various publishing methods, such as compact discs, newsletters, e-publications and databases on the ECLAC website. A distinctive feature of many of these publications is the international comparative analysis, which provides an overview of the situation in Latin America and the Caribbean.

There are two regular publications: *Panorama de la Gestión Pública*, first published in 2014,<sup>4</sup> and *Panorama del Desarrollo Territorial*, published in 2015.<sup>5</sup> These publications were presented at the main forums and meetings of ILPES and other bodies, such as the annual meeting of the Latin American Centre

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<sup>4</sup> LC/W.633. [Spanish only]

<sup>5</sup> LC/W.671. [Spanish only]

for Development Administration (CLAD), and include substantive information on the different characteristics of the countries of the region, from the point of view of the models, methodologies and instruments used in the various areas of public management.

At the request of the Regional Council for Planning, the Institute undertook to prepare a publication on the state of the art of planning and the challenges facing it in Latin America and the Caribbean, which will be submitted to member States at the fifteenth meeting of the Regional Council for comments and will then be published as part of the *Libros de la CEPAL* series, as the paper on planning, foresight and public management in the context of the development agenda, entitled *Planificación, prospectiva y gestión pública: Reflexiones para la agenda de desarrollo*, was in 2014.<sup>6</sup> In the Public Administration and the Territorial Development series, as well as other specialist editions, ILPES has published more than 20 titles on specific topics and themes. A full list of those publications can be found in the annex.

In conjunction with the ECLAC Library, ILPES has produced three electronic library catalogues (on foresight, open government and programme and project evaluation), which have proved useful for experts, the general public and ECLAC itself. The Institute uses other media, including social networks; it launched the ILPES Facebook page, in order to raise awareness of its training courses and to encourage dialogue between students and alumni of the Institute and the academic community. It also started to produce podcasts of conversations with experts on public management for development, including a series of nine conversations with experts on future megatrends and scenarios.

Lastly, and as a result of the decisions taken at the fourteenth meeting of the Regional Council for Planning in 2013 and the two meetings of its Presiding Officers in 2014 and 2015, ILPES has developed an electronic repository to store and analyse development plans from the region. The repository was launched in 2014 and aims to make available, through a single digital portal, a comprehensive set of national, subnational and sectoral development plans, programmes and agendas from the region. It includes a summary of the characteristics of each plan and its main strategic objectives. The next step will be to include substantive analysis of the plans in the repository, allowing users to compare, for example, the stylized facts and common denominators of different plans, and, at the request of member States, to set up partnerships to monitor and evaluate plans. It will also be possible to verify whether the objectives of new plans are in line with the Sustainable Development Goals and other factors that will help to align national planning with the 2030 Agenda for Sustainable Development.

It is hoped that the repository will act as a meeting point and place of interest for Latin American planning experts, particularly senior officials working on these issues. In the future, it is expected that the repository will evolve into an observatory, which will be able to follow-up and evaluate the development policies and plans of the countries of the region.

#### **4. ILPES: training and knowledge management centre**

The working method favoured by ILPES is training courses, the overarching objective of which is to strengthen the capacity, skills and applied knowledge (competencies) of civil servants in the countries of the region. The Institute's courses generally seek to promote inclusive education and forums for meeting,

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<sup>6</sup> Libros de la CEPAL, No. 126 (LC/G.2611-P).

dialogue and the exchange of experiences and best practices among government experts from Latin America and the Caribbean.

During 2014, a total of 47 training activities were undertaken, including courses, seminars and workshops. A total of 2,754 persons participated in these training activities, mostly officials from national and subnational governments of the countries of the region. Approximately 60% of the participants in training activities were women and 40% were men. Between January and October 2015, 43 training activities, including courses, seminars and workshops, were undertaken, attended by 1,650 persons, almost evenly split along gender lines.

In accordance with ECLAC proposals and member States' requests, new topics were introduced or consolidated in the courses, such as foresight for development, citizen participation and a gender-based approach in planning and public policy; public leadership for development with equality; and open government and multilevel governance policies. In conjunction with the Divisions of Sustainable Development and Human Settlements and of Gender Affairs, ILPES offered new distance-learning courses on climate change and gender issues. The courses were also opened up to a wider range of students, including representatives of non-governmental organizations, civil society, citizens' associations and the trade union movement. In this connection, the first versions of the following courses were undertaken: open governance (taught face-to-face and virtually), organized in conjunction with IBD, OAS, CLAD and sponsored by the Open Government Partnership; sustainable development with social inclusion, organized together with the Trade Union Confederation of the Americas (CSA), the United Central Union of Workers (CUT) and the Chilean Autonomous Central Union of Workers (CAT); and planning and multilevel governance, in collaboration with the Recoleta commune (Chile).

During the biennium 2014-2015, ILPES continued to offer courses on its core subjects (socio-economic evaluation techniques for public investment projects and public programmes, results-based management and budgetary policies, and strategic planning of territorial development, among others), which are still a priority for and in high demand by the countries of the region. Annex 2 contains a list of all courses taught during 2014-2015

In 2014, as part of the technical cooperation programme between ECLAC and the Spanish Agency for International Development Cooperation (AECID), an independent assessment of the impact of ILPES training courses undertaken between 2010 and 2013 was carried out. The feedback from this assessment was very positive and recognized the effort that had gone into improving ILPES services. Some 84% of respondents reported that they had acquired new technical skills; 48% were promoted as a result of applying new skills and knowledge; 88% used their new skills in the workplace; 63% had contributed to organizational change using new management process and instruments; and 73% said that ideas such as "long-term planning", "linking planning, policy and budget", "open government" and "territorial approach" are now more prevalent in the public agenda thanks to the ILPES courses. The survey was sent to 450 people who had attended courses between 2011 and 2013, and had an unusually high response rate (45%).

Over the course of 2014 and 2015, ILPES has consolidated its training role within ECLAC. In addition to the face-to-face and distance learning courses developed in conjunction with the Division for Gender Affairs and the Sustainable Development and Human Settlements Division, among others, courses have been offered in collaboration with the ECLAC subregional headquarters in Mexico and the ECLAC Office in Buenos Aires. This experience proves that ILPES is able to organize ECLAC training services, so that the Commission is able to support implementation of the 2030 Agenda for Sustainable Development, with the ongoing cooperation of member States, their governments and social actors, and the collaboration of



ECLAC divisions, subregional headquarters and offices. A separate proposal will be submitted at the fifteenth meeting of the Regional Council for Planning for consideration by the region's planning authorities.<sup>7</sup>

### **5. ILPES: provider of technical cooperation and advisory services**

ILPES received many requests for cooperation, technical support and advisory services from governmental and non-governmental bodies responsible for development planning or with an interest in promoting it. Cooperation often took the form of courses restricted to a limited number of participants.

One of ILPES longest standing partnerships is with the Government of Mexico, through agreements with the National Council for the Evaluation of Social Development Policy (CONEVAL) and the Institute for the Technical Development of Public Finances (INDETEC), among others. Through this collaboration, ILPES has helped to introduce a results-based approach to public management, by undertaking systematic monitoring and evaluation activities, from the final beneficiaries' point of view, in order to improve peoples' socioeconomic situation.

In 2015, several courses were implemented, as part of agreements signed with public and academic institutions of the region. For example, a programme of six courses on the *ex ante* evaluation of investment projects was developed with the Ministry of Social Development of Chile, while, four courses were undertaken with the Ministry of Economy of the province of Buenos Aires on governance and multilevel planning, strategic planning and management of local and regional development, project design, monitoring and evaluation, and the logical framework for project design. The programme was mainly aimed at officials from the Ministry of Economy.

An ad hoc training programme on sustainable development with social inclusion is being carried out for union leaders affiliated with the Trade Union Confederation of the Americas. The first course was held in Santiago in 2014, the second took place in Asunción in June 2015, and the third in Guatemala City at the end of October 2015. Other versions of the course will be carried out in Argentina, Colombia, Panama and Peru in 2016.

As part of a cooperation agreement between ILPES, OAS, IDB, CLAD and the Open Government Partnership, an international, blended course is offered once a year. The course, entitled "Strategies for open governance in the Americas", was developed in conjunction with the partner institutions, based on the pioneering practices of ILPES in the field. CLAD and IDB provided some 30 grants, OAS offered its virtual campus and it is the only course in the world that is recognized by the Open Government Partnership. The first version of the course was undertaken in 2014 and the second version was launched in October 2015.

In 2014-2015, ILPES also worked with the National Secretariat of Planning and Development (SENPLADES) of Ecuador to build institutional development foresight capacities. In the first phase, 30 officials from SENPLADES were trained using a blended teaching technique of face-to-face and distance learning. Between December 2014 and April 2015, ILPES also used the same methodology when working with National Centre for Strategic Planning (CEPLAN) of Peru, as part of an agreement with the Consortium

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<sup>7</sup> See ECLAC, "Draft programme: capacity-building for the implementation of the 2030 Agenda for Sustainable Development", LC/L.4073(CRP 15/5), October 2015.

for Economic and Social Research (CIES), to build institutional development foresight capacities. Similar requests have been received from other countries, including Chile, El Salvador and Uruguay.

With the support of the German Agency for International Cooperation (GIZ), ILPES used the peer-to-peer method to facilitate the development of four initiatives: between Argentina and Mexico on green budgets and institution building; between Chile and El Salvador on city planning and management and climate change; between Peru and Uruguay on sustainable growth and planning for development; and between Chile and Peru on sustainable public procurement.

Since 2012, ILPES has been working with the Government of El Salvador to build institutional planning capacity and to set up a national planning system. It has also provided technical assistance in drafting a bill on the national planning system and coordinated the development of a training and institution building programme for the implementation of that system.

### **C. FINAL THOUGHTS ON ACHIEVEMENTS AND RESULTS**

The activities undertaken in 2014-2015 reveal that there was a high demand for ILPES services and that those services were well received. In 2014-2015, 18 ILPES officials undertook a total of 222 journeys, each one lasting, on average, four days, meaning that ILPES officials spent an average of 25 working days per year on providing services abroad, mainly training and technical assistance.

In addition, in 2014-2015, ILPES contracted consultants for a total of 343 months, the equivalent of almost 15 full-time members of staff, devoted to research, training and technical assistance during those two years. The consultants' contracts were largely financed on an ad-hoc basis and usually required them to undertake trips abroad.

The list of ILPES meetings, advisory services, courses and publications is considerable. The Institute has exceeded the targets and indicators established in its programme of work for 2014-2015. The specific commitments undertaken at the fourteenth meeting of the Regional Council for Planning, in Brasilia in 2013, and at the last two meetings of the Presiding Officers, are evidence of the progress made. A draft of the study on the state of the art of planning and the challenges facing it has been distributed to the Council for comments. The work undertaken to shape a shared vision of the future is embodied in the proposal for building a vision of the region's future, which must take into account the Sustainable Development Goals and the regional and national interpretation of those Goals.

ILPES has helped to shape a long-term regional vision, from the development planning perspective. The development plans repository is in the test phase and is being continuously updated and improved to facilitate users' access. It has also been an essential tool for research and publications by the Institute and the general public. It lays the foundation for consolidating a joint agenda with the planning ministries and authorities. Partnerships have been established with the ECLAC subregional headquarters for the Caribbean as part of the project, entitled "Strengthening the technical capacity of public finance managers in select Caribbean Small Island Developing States to manage their public finances", financed by the United Nations Development Account.

With regard to local development, in recent years ILPES has prioritized cooperation with national planning and territorial development bodies when analysing national strategies and policies to build local capacities, which has allowed it to target its efforts and broaden their impact.

One of the main challenges has been to align resources with the objectives. ILPES is mainly funded from the ECLAC regular budget, supplemented by voluntary contributions from member States' governments. Ad-hoc funding is sought to finance training and technical assistance activities and training costs are recovered by charging enrolment fees for the courses. Annex 3 contains details of income and expenses as at September 2015. The complex mosaic of ILPES financing sources is a challenge, making it difficult to align financing properly with the specific objectives established by the Council and its Presiding Officers. Overall, however, the Secretariat is confident that it is making progress down the route traced out by the Council.



## Annex 1

**List of publications****Institutional documents**

ECLAC (2015), *Panorama del Desarrollo Territorial en América Latina y el Caribe* (LC/W.671), Santiago, October, forthcoming.

\_\_\_\_\_(2014), *Panorama de la Gestión Pública en América Latina y el Caribe* (LC/W.633), Santiago, November.

**Libros de la CEPAL**

Máttar, Jorge and Daniel Perrotti (2014), *Planificación, prospectiva y gestión pública. Reflexiones para la agenda de desarrollo*, Libros de la CEPAL, No. 126 (LC/G.2611-P), May.

Medina, Javier, Steven Becerra and Paola Castaño (2014), *Prospectiva y política pública para el cambio estructural en América Latina y el Caribe*, Libros de la CEPAL, No. 129 (LC/G.2622-P), September.

ILPES (2015), *El estado del arte y los retos de la planificación en América Latina y el Caribe*, Santiago, forthcoming.

**Public Management Series**

Bitar, Sergio (2014), “Las tendencias mundiales y el futuro de América Latina”, *Public Management series*, No. 78 (LC/L.3681), Santiago

Concha, Gastón and Alejandra Naser (2014), “Rol de las TIC en la gestión pública y en la planificación para un desarrollo sostenible en América Latina y el Caribe”, *Public Management series*, No. 79 (LC/L.3794), Santiago.

Máttar, Jorge and Daniel Perrotti (2014), “La planificación como instrumento de desarrollo con igualdad en América Latina y el Caribe”, *Public Management series*, No. 80 (LC/L.3836), Santiago.

Cuervo, Luis Mauricio and Jorge Máttar (2014), “Planificación para el desarrollo en América Latina y el Caribe: regreso al futuro”, *Public Management series*, No. 81 (LC/L.3838), Santiago.

Rodríguez, Luz Ángela and Luis Mauricio Cuervo (2014), “Visiones de desarrollo y planeación de largo plazo en América Latina y el Caribe”, *Public Management series*, No. 82 (LC/L.3837), Santiago.

Perrotti, Daniel and Mariana Vera (2015), “Avances y retos de los sistemas nacionales de inversión pública en América Latina”, *Public Management series*, No. 83 (LC/L.3988), Santiago.

Naser, Alejandra and Andrés Hofmann (2015), “La contribución del gobierno electrónico y los datos abiertos en la integración regional”, *Public Management series*, Santiago, forthcoming.

**Territorial Development Series**

Sandoval, Carlos (2014), “Métodos y aplicaciones de la planificación regional y local en América Latina”, *Territorial Development series*, No. 17 (LC/L.3799), Santiago.

Buitelaar, R. and others (2015), “La comparabilidad de las estadísticas territoriales en América Latina”, *Territorial Development series*, No. 18 (LC/L.3972), Santiago.

Buitelaar, R. and others (2015), “Estrategias y políticas nacionales para la cohesión territorial”, *Territorial Development series*, No. 19 (LC/L.3979), Santiago.

Oddone, Nahuel and Alicia Williner (2015), “Pactos territoriales y regiones transfronterizas”, *Territorial Development series*, No. 20, Santiago, forthcoming.

### **Manuals Series**

Naser, Alejandra and Álvaro Ramírez (2014), “Plan de gobierno abierto: una hoja de ruta”, *Manuals series*, No. 81 (LC/L.3802), Santiago.

Aldunate, E., D. Candía y D. Perrotti (2015), “La evaluación social de proyectos”, *Manuals series*, No. 83 (LC/L.3999), Santiago.

### **ECLAC Manuals Collection**

Rondón Toro, Estefani and others (2015), “Guía general para la gestión de residuos sólidos domiciliarios”, *ECLAC Manuals*, No. 1, Santiago, forthcoming.

Sanhueza, Andrea and Alicia Williner (2015), “Planificación participativa”, *ECLAC Manuals*, No. 2, Santiago, forthcoming.

### **Seminars and Conferences Series**

ECLAC (2015), “Memoria del primer Encuentro de Expertos Gubernamentales en Políticas de Desarrollo Territorial en América Latina y el Caribe”, *Seminars and Conferences series*, No. 80 (LC/L.3950), Santiago.

## Annex 2

Table A2.1  
**Latin American and Caribbean Institute for Economic and Social Planning:  
 list of courses, 2014-2015**

Course subject	Date	Location	Country	Teaching hours	Gender		
					Women	Men	Total
<b>International courses (open to all), 2014</b>							
Territorial planning policies	5-9 May	Mexico City	Mexico	40	12	11	23
Budgetary policies and results-based public management	19-30 May	Guadalajara	Mexico	80	31	37	68
Participatory planning	26-30 May	Santiago	Chile	40	21	23	44
Gender perspective in development planning	9-13 June	Santiago	Chile	40	13	4	17
Planning, government and development	28 July - 1 August	Santa Cruz de la Sierra	Bolivia (Plurinational State of)	40	14	12	26
Foresight in Latin America and the Caribbean: approaches, schools of thought and applications	4-8 August	La Antigua	Guatemala	40	10	16	26
Strategic foresight and public policies for development in Latin America and the Caribbean	11-15 August	Santo Domingo	Dominican Republic	40	9	11	20
Digital government in the era of open government	1-5 September	Montevideo	Uruguay	40	17	13	30
Leadership and management for development and regional integration	8-12 September	Cartagena	Colombia	40	13	15	28
Training the trainers on the logical framework method and the Results Indicator Matrix	24 September - 2 October	Mexico City	Mexico	80	18	20	38
Foresight and development in Latin America and the Caribbean	29 September - 10 October	Santiago	Chile	80	15	15	30
Open government and public sector modernization	13-17 October	Mexico City	Mexico	40	23	23	46
Evaluation of public programmes as part of public management for development	18-28 November	Mexico City	Mexico	54	31	9	40
Local and regional development planning. Multilevel planning and development with equality	24 November - 5 December	Santiago	Chile	80	14	19	33
Open government strategies in the Americas	1-5 December	Santiago	Chile	40	19	22	41
<b>National courses or courses with restricted enrolment, 2014</b>							
Local and regional development planning	14-25 July	Abancay	Peru	80	11	31	42
Regional development statistics and indicators	4-8 August	Buenos Aires	Argentina	40	26	12	38
Territorial competitiveness policies	24-28 November	Celaya	Mexico	40	6	11	17
Sustainable development and social inclusion	1-5 December	Santiago	Chile	40	1	13	14

Table A2.1 (continued)

Course subject	Date	Location	Country	Teaching hours	Gender		
					Women	Men	
Total							
<b>International courses or courses open to all, 2015</b>							
Development paradigms and models in the twenty-first century	19-23 January	Havana	Cuba	40	26	40	66
Participatory planning for structural change with equality	16-20 March	Santiago	Chile	40	21	12	33
Development models and visions in Latin America	20-24 April	Bogota	Colombia	40	14	23	37
Territorial competitiveness policies	20-24 April	Santiago	Chile	40	13	23	36
Strategic foresight and public policies for development in Latin America and the Caribbean	4-8 May	Havana	Cuba	40	26	23	49
Territorial planning policies	11-15 May	Mexico City	Mexico	40	11	12	23
Open government	18-22 May	Mexico City	Mexico	40	25	20	45
Development planning with a gender perspective	6-10 July	Santiago	Chile	40	25	5	30
Digital government in the era of open government	27-31 July	Mexico City	Mexico	40	14	19	33
Logical framework and project management	3-7 August	Santiago	Chile	40	18	14	32
Evaluation of public programmes, planning framework and public management for development	10-21 August	Mexico City	Mexico	80	12	11	23
Foresight in Latin America and the Caribbean: approaches, schools of thought and applications	17-21 August	Santa Cruz de la Sierra	Bolivia (Plurinational State of)	40	13	9	22
Digital government in the era of open government	24-28 August	Cartagena	Colombia	40	9	12	21
Neoliberalism and heterodox currents	31 August - 4 September	Santiago	Chile	40	18	19	37
Planning, government and development	7-11 September	La Antigua	Guatemala	40	15	9	24
Public leadership for development with equality	14-18 September	Montevideo	Uruguay	40			
<b>National courses, 2015</b>							
Sustainable development and social inclusion	29 June - 3 July	Asunción	Paraguay	40	7	17	24
Governance and multilevel planning for development with equality (first course)	18-22 May	La Plata	Argentina	40	25	11	36
Local management for cultural activities and development	26-30 January	Celaya	Mexico	40	15	28	43
Foresight for development	19 March - 11 April	Lima	Peru	72	9	9	18
Strategic aspects of irrigation	13-17 April	Santiago	Chile	40	10	21	31
Foresight for development	6-17 April	Quito	Ecuador	72	15	13	28



Table A2.1 (continued)

Course subject	Date	Location	Country	Teaching hours	Gender		
					Women	Men	Total
<b>National courses, 2015</b>							
Design and evaluation of public projects, programmes and policies	5-8 May	Celaya	Mexico	20	17	17	34
Strategic planning and management for local and regional development (second course)	26-28 May	La Plata	Argentina	24	14	12	26
Culture and development: evaluation models and experiences and project management	1-5 June	Santiago	Chile	40	9	9	18
Project design and evaluation (third course)	22-26 June	La Plata	Argentina	40	10	21	31
Logical framework for project design and evaluation	13-15 July	La Plata	Argentina	24	22	11	33
Technical topics related to the treatment and discharge of wastewaters in rural areas	3-7 August	Santiago	Chile	40	10	15	25
Strategic and tactical transport modelling	24-28 August	Santiago	Chile	40	6	23	29
Project topics related to the treatment of solid waste in urban areas	31 August - 4 September	Santiago	Chile	40	7	26	33
The new national urban development policy and public investment projects	7-11 September	Santiago	Chile	40	9	6	15
<b>Distance-learning courses, 2014</b>							
Gender statistics and indicators: introduction	23 April - 23 June	Santiago		80	48	15	63
The Millennium Development Goals and the post-2015 agenda	12 May - 22 June	Santiago		60	18	13	31
Public policies on care	26 May - 18 July	Santiago		80	49	3	52
Basic elements of strategic management for local and regional development	16 June - 10 October	Santiago		160	6	8	14
Logical framework for the design of development projects	11 August - 21 September	Santiago		60	7	5	12
Public policies on care	7 October - 28 November	Santiago		80	56	11	67
Measuring violence against women in Latin America and the Caribbean	20 October - 12 December	Santiago		80	112	14	126

Table A2.1 (concluded)

Course subject	Date	Location	Country	Teaching hours	Gender		
					Women	Men	Total
<b>Distance-learning courses, 2015</b>							
Foresight for development (restricted-national)	1 December 2014 - 6 March 2015	Lima		120	13	16	29
Gender statistics and indicators: introduction (fifth version)	30 March - 29 May	Santiago		80	48	14	62
Time-use surveys	8 April - 10 June	Santiago		80	20	6	26
Logical framework for the design of development projects	11 May - 21 June	Santiago		60	18	12	30
Foresight for development (restricted-national)	5 January - 20 March	Santiago		120	17	14	31
Economic, social and environmental impact of global climate change in Latin America and the Caribbean	17 July - 31 October	Santiago		120	33	15	48
Measuring violence against women in Latin America and the Caribbean	13 August - 13 October	Santiago		80	80	21	101

## Annex 3

Table A3.1

**Latin American and Caribbean Institute for Economic and Social Planning:  
summary of income and expenditure as at 30 september 2015**  
(Current dollars)

	2010	2011	2012	2013	2014	2015
Initial balance	5 392 337	4 396 458	3 349 516	2 256 878	2 096 550	1 370 972
A. Income for the period	3 237 768	3 381 070	2 850 371	3 677 464	2 726 400	1 899 197
B. Expenditure for the period	4 233 647	4 428 011	3 943 010	3 837 792	3 451 979	2 240 940
Balance for the period	(995 879)	(1 046 942)	(1 092 638)	(160 327)	(725 578)	(341 743)
Accumulated balance	4 396 458	3 349 516	2 256 878	2 096 550	1 370 972	1 029 229

Source: Latin American and Caribbean Institute for Economic and Social Planning (ILPES).

Table A3.2

**Latin American and Caribbean Institute for Economic and Social Planning:  
income details as at 30 september 2015**  
(Current dollars)

	2010	2011	2012	2013	2014	2015
<b>A. Regular budget income</b>	<b>1 873 059</b>	<b>2 146 887</b>	<b>1 973 687</b>	<b>2 438 486</b>	<b>1 833 948</b>	<b>1 298 276</b>
A.1 Regular Budget of the United Nations	645 459	1 284 733	1 505 780	1 415 189	1 422 931	1 009 548
A.2 Regular System of Government Financing	945 114	636 889	437 050	988 121	378 115	288 728
A.2.1 Government financing	985 102	667 322	471 236	1 101 580	422 820	326 262
A.2.2 Interest	82 877	52 363	22 630	14 997	4 450	-
A.2.3 Overheads 13%	(122 865)	(82 796)	(56 816)	(128 456)	(49 155)	(37 535)
A.3 Other income sources	282 485	225 265	30 857	35 176	32 902	-
A.3.1 Overheads fund financing	282 485	225 265	30 857	35 176	32 902	-
<b>B. Extrabudgetary income</b>	<b>1 364 709</b>	<b>1 234 182</b>	<b>876 685</b>	<b>1 238 977</b>	<b>892 453</b>	<b>600 921</b>
B.1 Specific agreements	1 198 143	1 098 305	648 707	866 879	593 155	325 135
B.1.1 Gross income	1 353 901	1 241 085	733 038	979 573	670 266	367 402
B.1.2 Overheads 13%	(155 759)	(142 780)	(84 332)	(112 694)	(77 110)	(42 267)
B.2 Courses (enrolment fees)	166 566	135 877	227 978	372 098	299 298	275 786
<b>Total income</b>	<b>3 237 767</b>	<b>3 381 069</b>	<b>2 850 371</b>	<b>3 677 464</b>	<b>2 726 401</b>	<b>1 899 197</b>

Source: Latin American and Caribbean Institute for Economic and Social Planning (ILPES).

Table A3.3  
**Latin American and Caribbean Institute for Economic and Social Planning:**  
**expenditure details by financing source as at 30 september 2015**  
*(Current dollars)*

	2010	2011	2012	2013	2014	2015
<b>B.1 Operating costs</b>	<b>2 485 155</b>	<b>2 704 365</b>	<b>2 945 133</b>	<b>2 737 365</b>	<b>2 452 525</b>	<b>1 437 707</b>
B.1.1 Staff	2 321 787	2 495 820	2 696 102	2 564 840	2 203 660	1 242 948
Regular budget	625 141	1 227 305	1 429 784	1 356 089	1 386 137	977 784
Regular system of government financing	1 414 161	1 043 249	1 235 461	1 173 575	784 621	265 164
Overheads fund (left-hand scale)	282 485	225 265	30 857	35 176	32 902	0
B.1.2 Consultants	28 688	43 208	55 798	24 750	98 744	93 105
Regular budget	11 725	15 018	40 989	10 500	12 000	9 852
Regular system of government financing	16 963	28 190	14 809	14 250	86 744	83 253
B.1.3 Missions	90 680	107 335	101 042	83 655	65 599	56 865
Regular budget	8 593	33 461	30 390	41 712	15 493	7 678
Regular system of government financing	82 087	73 874	70 653	41 944	50 106	49 187
B.1.4 Support for courses, meetings and seminars	25 865	20 408	60 764	22 456	30 036	20 168
Regular budget	0	8 948	4 617	6 889	9 301	14 235
Regular system of government financing	25 865	11 460	56 147	15 567	20 735	5 933
B.1.5 Miscellaneous	18 135	37 594	31 426	41 664	52 160	24 621
Regular budget	0	0	0	0	0	0
Regular system of government financing	18 135	37 594	31 426	41 664	52 160	24 621
B.1.6 Furniture, equipment and incidentals	1 660	3 739	1 273	4 341	2 327	0
Regular budget	0	0	0	0	0	0
Regular system of government financing	1 660	3 739	1 273	4 341	2 327	0
<b>B.2 Costs of specific activities</b>	<b>1 748 491</b>	<b>1 723 646</b>	<b>997 877</b>	<b>1 100 426</b>	<b>999 453</b>	<b>803 234</b>
Agreements	1 608 939	1 555 177	654 348	762 439	702 708	426 571
Courses (enrolment fees)	139 553	168 469	343 529	337 987	296 746	376 663
<b>Total expenditure</b>	<b>4 233 647</b>	<b>4 428 011</b>	<b>3 943 010</b>	<b>3 837 792</b>	<b>3 451 979</b>	<b>2 240 940</b>

Source: Latin American and Caribbean Institute for Economic and Social Planning (ILPES).