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of the Latin American and Caribbean Institute  
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Yachay, Ecuador, 19 November 2015

## **ILPES PROGRAMME OF WORK, 2016-2017**

### **Subprogramme 10: Planning of public administration<sup>1</sup>**

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<sup>1</sup> From the *Draft programme of work of the ECLAC system, 2016-2017* (LC/G.2588(SES.35/5)), adopted at the thirty-fifth session of ECLAC, Lima, 2014.



## **SUBPROGRAMME 10: PLANNING OF PUBLIC ADMINISTRATION**

### Presentation

In the past decade, many countries in Latin America and the Caribbean improved the quality of public administration and the design and execution of public policies, hand in hand with fiscal stabilization and the recovery of public investment, economic growth, more and better employment and the reduction of poverty. Economic growth was boosted by the high world demand for commodities and raw materials, especially from China, which benefited mainly South American economies.

Nevertheless, countries in the region continue to exhibit deep structural and gender-based differences and large inequalities in income distribution, access to public services and opportunities for social mobility. In addition to inherited challenges, new ones are emerging, such as population ageing, epidemiological transition, and unhealthy lifestyles and nutrition habits. Most of the economies continue to depend on natural resource endowments, leading to growing socioenvironmental conflicts and the risk of climate change imposing increasing costs on the region. The scenario of a less dynamic world economy and trade for the coming years poses additional challenges to development planning in the region.

The development model followed by most countries in the past 20 years has not placed the region on a sustainable and inclusive development path and has shown severe vulnerabilities. The difficulties encountered by efforts to reduce inequalities demand a thorough evaluation of the strategy, with a foregone conclusion. To deactivate historical trends of income and wealth concentration, the State has to intervene explicitly and perseveringly in order to produce structural changes, through efficient public management and using instruments such as planning and foresight.

The post-2015 development agenda will constitute a mandatory reference for public planning, strengthening the Latin American and Caribbean region's quest for an integral, broad, inclusive and sustainable model of development that values the environment, enshrined in economic and social rights.

The development agendas of the countries now prominently feature approaches based on citizen participation in the different phases of planning processes aimed at promoting structural changes to break decades-old patterns of poverty and inequality. These approaches have developed in response to—and recognition of—civil societies that are better organized and more demanding of the public function.

In sum, the State's public action capacity in Latin America and the Caribbean has been strengthened, thanks to improved public management, fiscal stabilization and the increase in savings and investment rates, and has driven the allocation of public resources to large-scale investment projects such as those required for infrastructure enhancement. This process requires planning and long-term vision and, in some circumstances, a regional perspective that contributes substance to regional integration efforts. It requires a modern type of planning in which coordination between levels and sectors of government is crucial. It also needs continuous monitoring and evaluation of the efficiency and efficacy of public management, articulation of public and private initiatives and a long-term vision built in a collaborative and inclusive manner. The Latin American and Caribbean Institute for Economic and Social Planning (ILPES) is equipped and ready to collaborate with member countries in these areas through training, research and advisory services in the field of planning and public management.

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:

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**Objective of the Organization:** To strengthen competencies for planning and public administration for development with a regional hemispheric perspective.

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| Expected accomplishments of the secretariat  | Indicators of achievement  |
|--|--|
| (1) Strengthening of capacities in the countries of Latin America and the Caribbean in matters of planning and public administration for development with a regional perspective and gender sensitivity. | (a) (i) Increased number of planning processes in Latin America and the Caribbean in which ILPES contributions are acknowledged by countries.<br>(ii) Increased number of surveyed participants that acknowledge having benefited from training services provided under the subprogramme to improve professional skills in matters of planning and public administration for development with a regional perspective and gender sensitivity.<br>(iii) Increased percentage of surveyed readers who acknowledge having benefited from the analysis and recommendations contained in publications prepared under the subprogramme. |
| (2) Improvement in coordination and exchange of best practices and cooperation between Governments in the region and other stakeholders in matters of development plans and strategies.                  | (b) (i) Increased number of public agencies and other key stakeholder organizations participating in seminars and networks supported by the subprogramme.<br>(ii) Increased percentage of surveyed participants in forums supported by the subprogramme that acknowledge having benefitted from activities and strengthened skills and competencies.   |

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### Strategy

ILPES has supported member countries in their efforts to strengthen planning and public administration competencies, in particular through training of human resources. In the future, a key emphasis should be placed on regional cooperation and integration in Latin America and the Caribbean. The Institute, as convener of planning authorities from all countries, is in a privileged position as an observatory of public administration and management for development in the region. Building on that strength, the strategy of the subprogramme will draw on three key elements:

- (a) A knowledge management centre for development planning: the repository

ILPES will function as a laboratory of planning knowledge, a tool to strengthen cooperation between countries in planning and public administration for development. It will maintain a virtual platform, which will be fed by development plans, research and comparative studies, aimed at developing analysis, stimulating integration and disseminating innovations in the theory and practice of planning and public administration, spurring the emergence of a regional Latin American and Caribbean perspective on planning and public administration for development.

The process of ministerial dialogues, which has been ongoing since 2013, will continue, involving government officials and experts in promoting diffusion and exchange of best practices on planning in the region and consolidating the interaction and cooperation between national planning agencies.

(b) Rethinking Latin America and the Caribbean: towards a new culture of regional integration and cooperation

ILPES will concentrate its research activities and technical cooperation and training efforts on fostering a new thinking on regional integration and cooperation, in particular regarding:

- The new public administration for development, including monitoring and evaluation of public policies; budgeting for results; public management and citizen participation; and the harnessing of information and communication technologies in public administration.
- The long-term vision, including foresighting for development, structural change and regional integration; long-term investment planning and strategic management of projects.
- Coordination among levels of government, from the global development agenda to regional, national and local action, including the territorial expression of the post-2015 development agenda; decentralization and strengthening of local development capabilities; structural change and regional convergence; gender mainstreaming in budget planning; land use planning and valuation of environmental public goods.

(c) Capacity-building to strengthen capabilities in public administration and participation by civil society and social movements in the development planning process

Technical cooperation services, applied research and training services will remain fundamental pillars of the work of ILPES. The supply of services, incorporating new contents and forms of cooperation, advisory services, research, training and learning services, will be realigned to strengthen the involvement and collaboration of civil society and social actors in the increasingly participatory process of development planning.

Under the subprogramme, it is proposed to strengthen the supply of training courses on planning, government and public policy that satisfy the goals of dissemination of applied knowledge developed in the region and elsewhere on these topics, as well as to train competent human resources and institutions and enhance learning capabilities.

#### 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 national and subnational levels in the region, taking into account the guidelines established by the General Assembly and the Economic and Social Council, as well as those goals stemming from the post-2015 development agenda and other agreements adopted at the main 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 would affect the priorities of the programme of work.

### List of activities

Subject area 10.1: Planning and public administration for development with a regional perspective

#### 1. Substantive servicing of meetings

##### Intergovernmental meetings

(i) A meeting of the Executive Committee of the Regional Council for Planning (high correlation with expected accomplishments 1 and 2).

(ii) A meeting of the Regional Council for Planning (high correlation with expected accomplishments 1 and 2).

##### Ad hoc expert group meetings

(i) A meeting of government experts to discuss progress and challenges regarding methodologies for evaluation of investment programmes and projects (high correlation with expected accomplishment 2).

(ii) A meeting of experts of the network of authorities of regional development policies to discuss coordination of policies between different levels of government (high correlation with expected accomplishment 1).

(iii) Two meetings of Open Days on Planning, a discussion and dialogue forum for practitioners and experts on planning and development (high correlation with expected accomplishments 1 and 2).

(iv) A seminar to discuss foresighting as a tool to close development gaps and build future visions in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

#### 2. Recurrent publications

(i) Overview of public management for development in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

(ii) Overview of territorial development in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

#### 3. Non-recurrent publications

Ten studies on topics (high correlation with expected accomplishments 1 and 2) related to:

(i) Public management for a modern, efficient and open State

(ii) Planning of infrastructure investment for development

- (iii) Regional integration and the planning and foresighting of development
- (iv) Capacity development for public management
- (v) Geography and equality
- (vi) Methodological approaches to monitoring and evaluation of programmes and policies
- (vii) Planning for the implementation of the post-2015 development agenda: a territorial approach
- (viii) Gender mainstreaming in public management and planning

#### 4 Other substantive activities

##### Technical materials

(i) Strengthening of the function of ILPES as a knowledge laboratory for plans, programmes and agendas for development planning with a local, national and hemispheric perspective (high correlation with expected accomplishment 2).

(ii) Periodic updating and improvement of technical manuals and software applications supporting training activities, as well as databases on budgeting and instruments for regional development in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

##### Booklets, fact sheets, wall charts, information kits

Two progress reports on the ministerial dialogues for planning: basic information on the practice of planning provided by government authorities, to capture the political vision regarding the future of planning systems (high correlation with expected accomplishment 1).

#### 5. Advisory services

(i) Provision of technical cooperation services to introduce the regional perspective in development planning (high correlation with expected accomplishment 1).

(ii) Provision of technical cooperation services to countries in the region in areas related to development planning and the evaluation of policies, projects and programmes (high correlation with expected accomplishments 1 and 2).

(iii) Provision of technical cooperation services to countries in the region in areas related to local and regional development strategies (high correlation with expected accomplishment 2).

(iv) Provision of advisory services in design, monitoring and evaluation of hemispheric, national and local exercises of foresighting (high correlation with expected accomplishment 1).

6. Training courses, seminars and workshops

Twenty courses of the on-site and distance training programme (high correlation with expected accomplishments 1 and 2) on priority topics such as:

- (i) Training of regional planners: towards a new culture of integration
- (ii) Foresighting for change: long-term visions and scenario techniques
- (iii) Development policies and public-private cooperation mechanisms
- (iv) Planning and public management for sustainable development post-2015
- (v) Planning of public management: an integrated approach
- (vi) Programming and evaluation of public sector initiatives
- (vii) Strategic management and portfolios of investment projects for international cooperation
- (viii) Political leadership and public management
- (ix) Governance, modernization of public management and citizen participation
- (x) Evaluation techniques for programmes and public policies
- (xi) Monitoring and evaluation of public management
- (xii) Leadership and management for development
- (xiii) Decentralization processes
- (xiv) Local development management and strategies for territorial competitiveness
- (xv) Five courses on priority areas to be defined

6. Technical cooperation projects

During the biennium, technical cooperation projects will be carried out in areas of development planning, including plans and programmes to achieve sustainable development goals (high correlation with expected accomplishments 1 and 2).

7. Intermediate activities

(i) Support for the operation of virtual networks and information exchange on topics related to the subprogramme (high correlation with expected accomplishment 2).

(ii) Support for the organization of training courses, in response to demands of other subprogrammes of ECLAC in areas of sustainable development, gender mainstreaming, natural resource management, population issues and innovation strategies, among others (high correlation with expected accomplishments 1 and 2).

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