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of the Latin American and Caribbean Institute
for Economic and Social Planning (ILPES)

Lima, 12 October 2017

**REPORT ON THE ACTIVITIES CARRIED OUT BY THE LATIN AMERICAN
AND CARIBBEAN INSTITUTE FOR ECONOMIC AND
SOCIAL PLANNING (ILPES), 2016-2017**

CONTENTS

	<i>Page</i>
INTRODUCTION	3
A. BACKGROUND	5
B. ACTIVITIES	7
1. Progress relating to products based on the goals of the Regional Council for Planning	7
2. Capacity-building	9
3. Working documents and publications	16
4. Other information and dissemination resources	18
C. REFLECTIONS ON ACHIEVEMENTS AND OUTCOMES	19
Annex A1	21
Annex A2	28
Annex A3	29
Annex A4	30

INTRODUCTION

This report has been prepared for the sixteenth meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), which will take place in Lima on 12 October 2017.

The present report provides an overview of the activities carried out by ILPES from January 2016 until 31 August 2017, in fulfilment of the programmes of work adopted by the Economic Commission for Latin America and the Caribbean (ECLAC) at its thirty-fifth session, held in Lima in May 2014.

The implementation of the work programme was also guided by the strategic guidelines and mandates issued by the planning ministers and authorities at the fifteenth meeting of the Council, which took place in Yachay (Ecuador), on 19 November 2015, and at the twenty-fifth and twenty-sixth meetings of the Presiding Officers of the Council, held in Santiago in August 2015 and November 2016, respectively.

The programme of work for the biennium 2016-2017 set as an overarching objective for ILPES “To strengthen competencies for planning and public administration for development with a regional hemispheric perspective”.¹ The expected accomplishments were concentrated in two areas:

- (i) 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.
- (ii) Increased coordination and exchange of best practices, and cooperation between governments in the region and other stakeholders, in matters of development plans and strategies.

The indicators of achievement that were established to measure the first accomplishment were the following: (i) increased number of planning processes in Latin America and the Caribbean in which ILPES contributions are acknowledged by countries; (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, and (iii) increased percentage of surveyed readers who acknowledge having benefited from the analysis and recommendations contained in publications prepared under the subprogramme. For the second expected accomplishment, two indicators of achievement were established: (i) increased number of public agencies and other key stakeholder organizations participating in seminars and networks supported by the subprogramme, and (ii) increased percentage of surveyed participants in forums supported by the subprogramme that acknowledge having benefited from activities and strengthened skills and competencies.

The activities undertaken to meet these goals and indicators have consisted of the organization of meetings of the Council and its Presiding Officers, the holding of international expert meetings, the preparation of publications on specific issues, the organization of international courses, national courses,

¹ See Draft programme of work of the ECLAC system, 2016-2017 (LC/G.2588(SES.35/5)), pp. 74-80, Subprogramme 10. Planning of public administration, adopted at the thirty-fifth session of ECLAC, Lima, 2014.

combined courses and workshops, seminars and distance-learning courses, the provision of technical assistance and advisory projects and services, the maintenance and updating of manuals and databases, contributions to ECLAC publications and other generic, intermediate or support activities.

On the basis of this structure of general objectives, activities and indicators, within the mandates and regulations established by the competent bodies, the Council is invited to consider this report on the activities carried out in 2016 – 2017 at its sixteenth meeting, and to convey its conclusions at the thirty-seventh session of ECLAC, to be held in Havana in 2018.

A. BACKGROUND

In accordance with the mandates and regulations established by the competent bodies mentioned above, in this report ILPES presents outcomes and proposals in relation to the general objectives set forth. This has been done through efforts to strengthen areas of work associated with development planning, foresight, public management and open government, through the dissemination of knowledge and the analysis of development plans and programmes, territorial development planning, the development of e-government and open government strategies, the follow-up, review and evaluation of public policies, results-based budget management and strategic management of public investment.

At the same time, the 2030 Agenda for Sustainable Development, adopted in September 2015 by the United Nations General Assembly, is a roadmap and a frame of reference for coordinating regional, national and local development policies and agendas. ECLAC and ILPES seek to strengthen planning and public management processes and the capacities of the countries of the region in their efforts to integrate the 2030 Agenda and the Sustainable Development Goals (SDGs) into development plans and public management processes through applied research, technical assistance and training. In this regard, exchanges and collaboration on experiences and good practices in the use of tools, methodologies and instruments, and on capacity-building for 2030 Agenda implementation and follow-up, have been particularly important.

On the basis of these thematic areas and as part of its mandates, ILPES engages with all the regional intergovernmental forums working on these topics. ILPES has helped to drive the Latin American Network of Public Policies for Regional Development, which convenes authorities responsible for planning and territorial development and is supported by the European Union and the Organization for Economic Cooperation and Development (OECD); it collaborates with the meetings of the Latin American and Caribbean Network of Development Planning (REDEPLAN), a coordination initiative between the planning authorities of several countries in the region under the auspices of the Inter-American Development Bank (IDB); it co-organizes meetings of the Latin American and Caribbean Network of National Public Investment Systems (SNIP Network) to promote higher quality public investment; it works with the Open Government Partnership to promote the adoption of good practices in transparency, accountability and citizens' engagement, among other matters; it carries out joint activities with the Ibero-American School of Administration and Public Policy (EIAPP) of the Latin American Centre for Development Administration (CLAD); and works with various foresight and regional development networks, in addition to continually promoting the use of this discipline as a public policy tool.

In the 2016-2017 biennium, the Institute carried out a number of activities, including international, national and subnational courses, the organization of seminars, meetings and expert workshops, the preparation of technical documents and training materials, and the conduct of technical advisory and cooperation missions.

With regard to seminars, ILPES organized and co-organized high-level events, with the participation of experts from the region and beyond. These included a workshop on action plans for government open data for sustainable development in Latin America, held at ECLAC headquarters in Santiago from 26 to 28 September 2016. This workshop was organized jointly with the Department of Economic and Social Affairs of the United Nations. Its purpose was to promote the exchange of experiences in the development of government open data plans, as a crucial component in identifying opportunities and in empirically based decision-making. It brought together government officials,

members of civil society, journalists, academics and business leaders, as well as representatives of the United Nations and other international organizations. Another prominent event was an international seminar on development, urbanization and metropolitan areas in the Republic of Korea and Latin America, held in the framework of cooperation with the Republic of Korea, at ECLAC headquarters in Santiago on 22 and 23 March 2017. The main objective of the seminar was to discuss and share experiences of urban planning in metropolitan areas, in the context of the 2030 Agenda and the United Nations Conference on Housing and Sustainable Urban Development (Habitat III).

In addition to working on the events organized by the Institute, ILPES staff members participated in seminars, workshops, forums and webinars, among others, giving talks and presentations or moderating panels of experts in various countries in the region.

With regard to capacity-building, in 2016 and until 31 August 2017, ILPES conducted 109 international, national and distance-learning courses and workshops. Through these, training was provided to 3,525 professionals from 14 countries in the region, belonging to different both public and private agencies, as well as academics. Over 3,000 hours of teaching were invested in this training process.

ILPES has maintained its agreement with the Spanish Agency for International Development Cooperation (AECID) for the implementation of training activities for representatives of public institutions in Latin America and the Caribbean. This collaboration forms part of the annual programming of the AECID Ibero-American Specialized Technical Training Programme (PIFTE), whose courses were conducted in AECID training centres in the region located in Antigua (Guatemala), Cartagena de Indias (Colombia), and Santa Cruz de la Sierra (Plurinational State of Bolivia).

In the area of technical cooperation, ILPES has continued to give support to various government agencies in the region in a number of countries, including Argentina, Chile, Costa Rica, the Dominican Republic, El Salvador and Mexico. In several of those countries, technical assistance was conducted through training courses for professionals performing public functions.

Since 2007, the Institute has carried out ongoing technical cooperation activities in Mexico, through successive agreements with the National Council for the Evaluation of Social Development Policy (CONEVAL). These activities have aimed to strengthen monitoring systems for social policies and programmes, within both the federal public administration and federal entities.

In March 2016 and April 2017, two technical cooperation missions were conducted with the Government of the State of Jalisco and with the Ministry of Planning of Costa Rica, respectively, for self-assessment of the quality of planning exercises using the Planbarometer tool for characterizing development planning processes (see section B.1.b).

With the aim of supporting the region's countries in mainstreaming the SDGs into their planning, management and monitoring processes, a programme of capacity-building for the incorporation of the 2030 Agenda into planning and public administration processes was launched in 2016. The programme, which is encompassed within the cooperation scheme with the Government of Germany and involves activities in coordination with several ECLAC divisions, is aimed at government officials and other actors from civil society, non-governmental organizations (NGOs) and the academic sector in experience-sharing forums. The first activity conducted under this programme was a regional seminar on planning and public management in the implementation of the 2030 Agenda for Sustainable Development, which took place at ECLAC headquarters in Santiago from 26 to 30 September 2016. The event brought

together government officials specializing in public policies and budget planning at the national or local level, as well as other actors whose work could generate a multiplier effect, including from the private sector and civil society, as well as other parts of the United Nations system.

During the biennium, ILPES published nine widely disseminated documents: three issues of the *Public Management* series, one of the *ECLAC handbooks* series, one of the *Seminars and Conferences* series, and one of the *Territorial Development* series. In 2017, a prominent publication was the book *Desde el gobierno abierto al Estado abierto en América Latina y el Caribe*, which aims to contribute to the emerging discussion on the idea of an open State with multiple perspectives both from within ECLAC itself, and from representatives of multilateral agencies and government officials, renowned experts, academics and representatives of civil society organizations in the region, as well as innovation platforms and active civil society.

The Institute has striven to make its activities—in particular, those relating to training and research—widely known among different government agencies, academic centres and private sector institutions in the countries of the region, through a variety of communications and social media.

B. ACTIVITIES

1. Progress relating to products based on the goals of the Regional Council for Planning

The work agreements adopted by the Council have focused ILPES activities on the development of four major products. The progress relating to each of these products is summarized as follows.

(a) Document entitled “Planificación para el desarrollo en América Latina y el Caribe: enfoques, experiencias y perspectivas”

This paper includes the experiences of nine countries in the region regarding their solutions for concrete problems with development planning systems, with a view to managing the links between sectors, levels of government, stakeholders and deadlines. It highlights the potential of the evaluation and follow-up process to improve coordination between planning and management, and to produce institutional knowledge that permanently enhances systems and processes. It also includes descriptions of actual experiences, challenges and reflections on favourable conditions for the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals. The summary of this document was presented at the fifteenth meeting of the Regional Council for Planning, and the final document is being presented at this sixteenth meeting of the Council.

(b) PlanBarometer

This is a collective institutional self-evaluation tool that characterizes planning instruments, processes and systems with the aim of improving the quality of development planning in the region.

It includes different sources of input: the experience of member States of the Regional Council for Planning, planning theory and planning quality standards. It also promotes the incorporation of the 2030 Agenda for Sustainable Development as a shared development aim. The instrument comprises a number of criteria grouped into five dimensions (institutional, design, implementation, outcomes, and global and regional commitments), which serve as the basis for evaluation of the quality of development

planning instruments, processes and systems according to their specific parameters. The initial progress and future work plans were presented to the Presiding Officers of the Regional Council for Planning in November 2016 and the final, applied and validated model and methodology is being presented at this sixteenth meeting of the Council.

(c) Regional development planning observatory

The regional development planning observatory is an instrument that systematically and permanently compiles data and converts them into information to provide and deepen knowledge of planning systems. This observatory aims to provide a forum for discussion, reflection and exchanges relating to public administration and planning in each of the 33 countries of Latin America and the Caribbean, with a view to countries sharing their experiences in planning and strategy implementation to drive development. The observatory also attempts to link these processes to the 2030 Agenda for Sustainable Development, in line with national and subnational realities and priorities, by generating information and knowledge, identifying good practices and facilitating the sharing of experiences.

(d) Programme of capacity-building for the incorporation of the 2030 Agenda into planning and public management processes

The aim of this programme is to support the region's countries in mainstreaming the SDGs into their planning, management and monitoring processes, according to their national and subnational priorities. The programme is being carried out in cooperation with the Government of Germany and in coordination with several ECLAC divisions, and is aimed at government officials and other actors in certain experience-sharing forums.

The first activity conducted under this programme was a regional seminar on planning and public management in the implementation of the 2030 Agenda for Sustainable Development, which was held at ECLAC headquarters from 26 to 28 September 2016. The event brought together government officials specializing in public policy and budget planning at the national or local level, as well as other actors whose work could generate a multiplier effect, especially from the private sector and civil society, as well as other parts of the United Nations system.

Some of the key mechanisms and tools highlighted at the seminar were the architecture for interinstitutional coordination, national and subnational taxes and budgets, public and private investment systems, development of participatory and multi-stakeholder dialogue, long-term prospective or foresight analysis and transparency and accountability processes.

Over the three days of the seminar, participants shared their experiences in the mainstreaming of the SDGs into national development plans, analysed the means of implementation needed for the 2030 Agenda and shared the progress made in the preparation of the first meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, a regional follow-up mechanism of the 2030 Agenda, which was established in May 2016 and held for the first time in Mexico, in April 2017.

A second activity took place in Santiago, from 21 November to 2 December 2016, during the same week as the meeting of the Presiding Officers of the Regional Council for Planning. This was a course on territorial planning for sustainable development and the 2030 Agenda that taught participants about the use of planning tools incorporating the SDGs and 2030 Agenda at the subnational level.

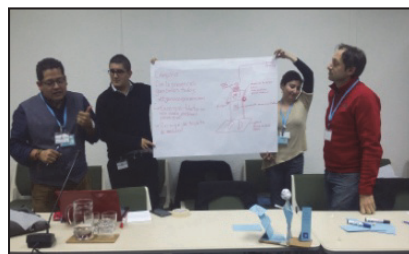
Lastly, within the framework of this programme, Guatemala has created courses on planning strategies for the implementation of the 2030 Agenda and on building and sustaining SDG environmental indicators as key elements of planning for the implementation of the 2030 Agenda.

2. Capacity-building

ILPES supports capacity-building in the region's countries through different modalities, such as training courses, technical assistance, seminars and workshops.

(a) Training courses

ILPES conducts training courses on specialized themes that are not usually addressed in the programmes offered by Latin American and Caribbean academic institutions, and that stem from research by ECLAC as a whole and from the systematization of the knowledge gleaned by the countries and the institution itself. The courses combine theoretical and practical exercises and their teaching methodology is “learning by doing”.



The overall objective of ILPES training courses is to strengthen the capacities, skills and applied knowledge (competencies) of civil servants in the region. They aim to provide inclusive training and forums for meetings and dialogue between public administration technicians and experts in Latin America and the Caribbean.

In response to ECLAC proposals and countries' requests relating to courses, new subjects have been introduced or consolidated, for example: transparency, access to information, open data, accountability, citizen participation and open budgets, and thus reach a wider audience, with participants from non-governmental organizations (NGOs), civil society, citizens' associations and trade unions. Similarly, there are open government courses (using blended learning methods), organized in collaboration with the Inter-American Development Bank (IDB), the Organization of American States (OAS) and the Latin American Centre for Development Administration (CLAD), and sponsored by the Open Government Partnership, as well as courses on sustainable development and social inclusion, organized in association with the Trade Union Confederation of the Americas (CSA).

As the main provider of training within the ECLAC system, ILPES has organized courses in collaboration with other divisions, such as distance-learning programmes with the Division for Gender Affairs on gender statistics and indicators, measurement of violence against women in Latin America and the Caribbean or gender and information and communications technologies (ICT). The Institute has also worked with the Sustainable Development and Human Settlements Division to organize distance-learning courses on competitiveness, networks and productive and commercial development (see annex A1).

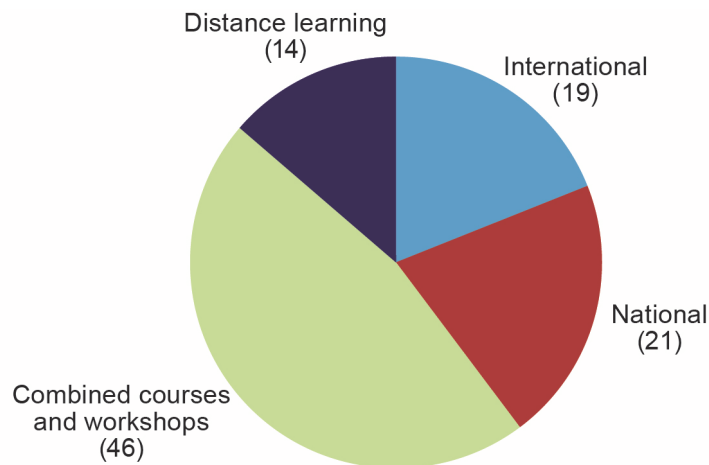


Several courses offered by ILPES have been developed in partnership with the ECLAC subregional headquarters in Mexico, for example on open government and public programme evaluation.

The Institute also provides training and advisory activities requested by countries, for the subjects within its purview.

In the 2016-2017 biennium, ILPES conducted 22 international courses with 668 participants from 17 countries within and outside the region. It also held 19 national and subnational courses followed by 733 participants. Within the framework of cooperation agreements with various countries in the region, ILPES conducted 63 courses, workshops and training seminars with 1,642 participants. It also held five distance-learning courses relating to gender equality in which 482 people participated (see figure 1). Overall, in this biennium, ILPES carried out 109 international, national and distance-learning courses and workshops which provided training for 3,525 experts from different public and private agencies in 14 of the region's countries, as well as academics. Over 3,000 hours of teaching were invested in this training process.

Figure 1
Total participants in ILPES courses, by type of course, 2016-2017
(Percentages)

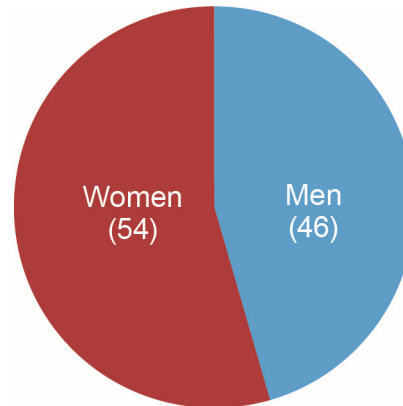


Source: Latin American and Caribbean Institute for Economic and Social Planning (ILPES).

Note: Percentages are calculated on the basis of 3,525 total participants.

Women's participation in international and national courses increased in the 2016-2017 biennium. A total of 745 participants (54%) were women, while 622 (46%) were men (see figure 2).

Figure 2
Total participants in ILPES courses, by gender, 2016-2017
(Percentages)



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

Note: Percentages are calculated on the basis of 3,525 total participants.

ILPES courses included technical support from various ECLAC divisions, sections and units—such as the Office of the Executive Secretary; the Divisions of Economic Development, Social Development, Sustainable Development and Human Settlements, Production, Productivity and Management, and Natural Resources and Infrastructure, and the Special Studies Unit— whose staff members taught different subjects, gave lectures and led workshops and seminars.

ILPES has continued to organize training activities in collaboration with the Spanish Agency for International Development Cooperation (AECID), with which it has worked for 20 years on strengthening institutional governance and the capacities of government officials in Latin America and the Caribbean through training activities for representatives of public institutions in the region's countries. Under this agreement, four training courses were held in 2016 at training centres in Antigua (Guatemala), Cartagena de Indias (Colombia), Montevideo (Uruguay) and Santa Cruz de la Sierra (Plurinational State of Bolivia). Overall, 91 participants from 14 of the region's countries received training in themes relating to e-government, open government, planning, prospective analysis, public leadership and the 2030 Agenda.



Against this backdrop, activities were carried out to build and strengthen the capacity of government officials in the Ministry of Economic Affairs and Planning of Cuba, the National Secretariat of Planning and Development (SENPLADES) of Ecuador and the Centre for Strategic Planning (CEPLAN) of Peru.

The first course on development planning was also conducted with the participation of 45 government officials responsible for implementing the National Planning System of the Technical and Planning Secretariat of the Office of the President (STPP) of the Government of El Salvador. This course,



which took place between November 2015 and September 2016, was part of the agreement on technical support and assistance in development planning between the Government of El Salvador and ECLAC. It was the widest-ranging and most systematic professional training initiative organized in recent years by ILPES in collaboration with one of the region's countries. Roughly 320 hours of training were invested in eight thematic modules relating to project development and evaluation, logical framework methodology, results-based management, local and regional development, prospective analysis and methodologies to evaluate public spending efficiency and to measure the impact on progressivity, poverty and inequality indicators.

Annex A1 includes a list of all the courses provided by ILPES in the 2016-2017 biennium.

(b) Seminars, workshops and expert meetings

ILPES 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 experts from the region and the rest of the world participate. The Institute also organizes seminars and technical meetings throughout the year that are widely attended. These conferences, meetings and seminars address new approaches and emerging planning and public management themes, such as prospective analysis and long-term vision, participatory and gender approaches, multilevel planning and open government.



A workshop on open municipal government was held at ECLAC headquarters in January 2016, and was a joint collaboration with the Ministry of the General Secretariat of the Presidency (SEGPRES) of Chile and the Chilean Municipalities Association (ACHM), with the aim of sharing the good practices of different municipalities with respect to digital development, open government, citizen participation, transparency and technological innovation.

In May 2016, also at ECLAC headquarters, an international seminar on “The Sustainable Development Goals and building futures for Latin America and the Caribbean” was held. This seminar was one of the actions taken to strengthen planning as a means of implementation of the 2030 Agenda.

In August 2016, in collaboration with the Federico Santa María Technical University, there was a seminar/workshop entitled “Gobierno Digital y Proyecto Ingeniería 2030: Buenas Prácticas en la Región”, of which the main aim was to share the good practices of different institutions in digital development, open government, citizen participation, transparency and technological innovation. The seminar was attended by senior officials from Chile, Mexico and Uruguay responsible for promoting e-government at the national level.



In September 2016 a workshop was held, again at ECLAC headquarters, on open government data for sustainable development in Latin America, which was organized jointly with the Department of



Economic and Social Affairs of the United Nations (DESA). The aim of the workshop was to share experiences and develop public open data plans as crucial components of development opportunity identification and evidence-based decision-making. The initiative targeted government officials, members of civil society, journalists, academics and business leaders, as well as representatives of the United Nations and other international organizations. The workshop focused on the processing of data relevant to achieving the SDGs and

the 2030 Agenda using the Open Government Partnership as a framework for action.

With regard to territorial development, emphasis was placed on coordination and cooperation between different levels of government. In February 2016, the Buenos Aires provincial government presented a capacity-building programme for municipal officials responsible for production and development with the support of ECLAC, through ILPES. The presentation was given at the Teatro Argentino de La Plata and was attended by 300 production supervisors and secretaries of the 135 municipalities in the province of Buenos Aires, as well as the deans of various public universities. The aim of the one-year programme was to build municipalities' institutional, technical and operating capacity with a view to updating the competencies of local actors in planning, governance and management, from a territorial perspective and placing special emphasis on sustainable productive development.



The aim of the one-year programme was to build municipalities' institutional, technical and operating capacity with a view to updating the competencies of local actors in planning, governance and management, from a territorial perspective and placing special emphasis on sustainable productive development.

In addition, the fifth and sixth international seminars of the Network of National Public Investment Systems in Latin America and the Caribbean were held in April 2015 in San José and in April 2016 in Asunción, respectively. They were both organized by the network's board, the Ministry of Social Development of Chile, IDB and ILPES. These seminars addressed the progress and challenges in public investment management in the region, amid structural changes and lessons learned in the past decade with respect to the improvement in investment project evaluation and the use of georeferenced systems and other ICT tools, such as instruments to strengthen accountability.

Annex A2 includes a list of seminars and workshops organized by ILPES in the 2016-2017 biennium.

(c) Cooperation and specialized technical advisory services

Government and non-government entities involved in development planning or with an interest in promoting it frequently request cooperation, technical support and specialized technical advisory services from ILPES. Cooperation often takes the form of courses restricted to a limited number of participants, with on-site training sessions on public programme evaluation techniques and methods; development of a long-term vision or prospective analysis exercises; support for national, sectoral, regional and territorial plan design; public policy review; database and household survey management, and support for setting up information, monitoring and follow-up systems.

One of the most long-standing partnerships is with the Government of Mexico, through agreements with the National Council for the Evaluation of Social Development Policy (CONEVAL). Thanks to this collaboration, ILPES has helped to introduce a results-based approach to public



management by undertaking systematic follow-up and evaluation activities, from the perspective of final beneficiaries, with a view to improving their socioeconomic conditions. The activities carried out in the framework of this agreement aim to strengthen monitoring systems for social policies and programmes (of federal government administration and federal entities) through the analysis of federal social programme and activity indicators and the development of federal and State providers' technical capacity, with the aim of developing and improving the design of their goals and indicators.

This technical assistance arrangement has been in effect for years and includes courses on logical framework methodology, indicators, technical assistance and evaluation of the results indicator matrix.

There is also a cooperation agreement with the Trade Union Confederation of the Americas (CSA), under which ILPES trains union leaders from different countries in the region (Colombia, Ecuador, Nicaragua and Panama) in subjects such as sustainable development and social inclusion. Training has allowed the union leaders to increase their knowledge of sustainable development strategies and public policies, particularly with respect to the 2030 Agenda and the SDGs, and to build their capacity for analysis of public policies with respect to the formulation of proposals and dialogue with government, company and civil society representatives.



In 2016 and early 2017, activities were carried out in the framework of the cooperation agreement with the CAF-Development Bank of Latin America. Training was provided in project development and evaluation, and publications were prepared on ex post project evaluation, project management and impact assessment methodology.

Under the cooperation agreement between ECLAC and the OAS Department for Effective Public Management (DGPE), two international blended learning courses are offered annually, with a focus on digital and open government, and with jointly developed virtual components. Through the Ibero-American School of Administration and Public Policies, CLAD also participated in the course entitled "Strategies for open governance in the Americas", the only one recognized by the Open Government Partnership worldwide. The third and fourth editions of this course were taught in the 2016-2017 biennium.

Under the same cooperation agreement with OAS, ILPES has collaborated in the past three years on the OAS Fellowship on Open Government in the Americas, an initiative that aims to build a network of young change agents that brings together the next generation of leaders in the region, providing them with a space for reflection, discussion and for sharing knowledge and experiences in open government. From a multidisciplinary and comprehensive perspective, the network links participants from the public domain, the private sector and civil society, with a view to generating innovative proposals to address challenges currently facing the region.



In March 2016, technical assistance was provided in the training of teachers from the University of Costa Rica. The main aim was to provide them with an overview of the concepts, tools and impacts of open government as an approach to public policy that combines the concepts of transparency and citizen participation and collaboration, and according to which information and data stored in academic institutions play a crucial role in public innovation.

Activities have also been developed under the agreement with the judiciary in Costa Rica to support the development of an open justice system in the country. The main objective of this agreement is the organization and implementation of technical assistance workshops to help build institutional capacity that would allow the judiciary in Costa Rica to develop and implement an institutional policy of open government in the field of justice.



Similarly, there is a cooperation agreement with the Council for Transparency, which oversees Chile's law on access to public information. The agreement has facilitated several activities focused on the promotion, dissemination, review and exchange of experiences and knowledge of rights of access to public information, transparency and participation. This collaboration gave rise to the fifteenth meeting of the Ibero-American Data Protection Network, an event that aimed to promote dialogue between key actors in the development of initiatives and policies relating to data protection in the Ibero-American region.

In 2016, there was a training programme —held over four days over the course of the year— for officials from the Chamber of Deputies of Chile and congressional advisers. The objective of this programme was to increase the levels of information, awareness and commitment to transparency and integrity. Experts, academics, and representatives of civil society and of various Chilean State entities (judiciary, Comptroller-General of the Republic, Public Defender's Office, Council for Transparency) gave presentations on themes such as transparency, accountability, citizen participation, collaboration and innovation of public value. Workshops in which participants had to develop strategies to apply what they had learned to their own work, were also held on those training days.



At the end of 2016, a cooperation agreement was signed with the Technical Cooperation Service of Chile (SERCOTEC), with a focus on Fortalecimiento de Barrios Comerciales, a SERCOTEC programme to revive commercial districts in Chile. Assistance consisted of the design of training courses and seminars and the systematization of experiences in these districts.

In March 2017, a cooperation agreement was signed with the government of the province of Tucumán (Argentina) with the aim of updating its strategic development guidelines. Activities were organized with the technical assistance of the province's secretariat of public management and planning. The first agreement included three specific activities: first, in June 2017, public officials from the province followed training courses on planning approaches and methods; second, workshops were held with public-private



stakeholders from the province with the aim of producing input for updating strategic development guidelines; and lastly, a report was prepared with recommendations for updating the guidelines.

Within the framework of cooperation with the Republic of Korea, an international seminar entitled “Desarrollo, urbanización y Áreas Metropolitanas en la República de Corea y América Latina” was held at ECLAC headquarters in Santiago, from 22 to 23 March 2017. The main objective of the seminar was to discuss and share experiences of urban planning in metropolitan areas, in the context of the 2030 Agenda and the United Nations Conference on Housing and Sustainable Urban Development (Habitat III). The event included the participation of Korean experts who worked on the 2030 Seoul Plan, which is a basic urban plan for the Seoul metropolitan area, and of a group of renowned researchers and experts in urban themes from Argentina, Brazil, Colombia, Chile and the United States, as well as ECLAC staff members. During the two-day seminar there were discussions on various elements relating to the challenges posed by urban development in the region, particularly social gaps and environmental impacts. This activity was also linked to the work of the interdivisional ECLAC group on Latin American and Caribbean cities.

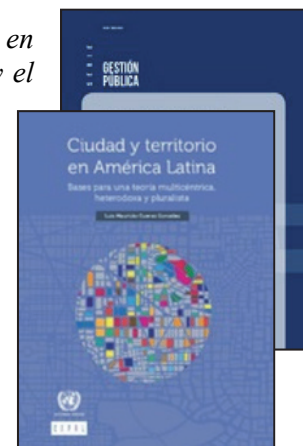
In 2017, work was also done under an agreement with the Ministry of Social Development of Chile, with the aim of strengthening the institutional capacity of the country’s investment system through the development and validation of socioeconomic formulation and evaluation methodologies for investment initiatives in emerging areas. Within the framework of this agreement, a series of studies were carried out and courses and workshops on project evaluation were held for analysts and developers. Moreover, an international seminar on the social evaluation of projects is being organized for November 2017, and is expected to bring together the heads of national public investment systems throughout the region and to include the participation of invited international experts.

Annex A3 lists the technical cooperation agreements established during this biennium, some of which are still in effect.

3. Working documents and publications

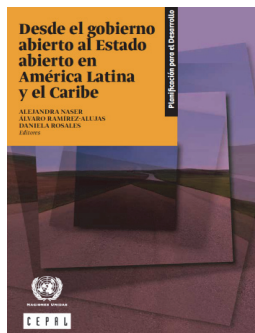
ILPES produces various types of publications and information resources, with different objectives and for different target audiences: institutional documents, books, working paper series, manuals and project documents. It also uses different media to disseminate its research and compilations during the biennium. Many of these publications are distinguished by their regional and international comparative analysis, which provides an overview of the situation in Latin America and the Caribbean.

Two recurrent publications —*Panorama de la Gestión Pública en América Latina* and *Panorama del Desarrollo Territorial en América Latina y el Caribe*— systematize and summarize the main advances and challenges of the countries of Latin America and the Caribbean in the various areas that make up and connect public finances, planning for development and public management tools, as well as the territorial dynamics of development and regional cooperation initiatives to promote sustainable, territorially balanced development. Together, these elements form a basis for addressing critical issues for the emerging State architecture needed to support a process of structural change for equality in the region. In the second half of 2017, ILPES will issue *Panorama de la Gestión Pública*, which looks in particular at openness and citizen participation in the public management cycle. At the end of 2017, the Institute will also be publishing *Panorama del Desarrollo Territorial en América Latina y el Caribe*, which will focus on multilevel planning for development.



ILPES has published more than a dozen documents on specific topics such as open data, open government, territorial compacts, territory and equality, or planning and foresight, both under its series titles —*Public Management, Territorial Development, ECLAC Handbooks, and Seminars and Conferences*— and in the *ECLAC Books* collection.

At the request of the Regional Council for Planning, the Institute prepared the publication *Planificación para el desarrollo en América Latina y el Caribe: enfoques, experiencias y perspectivas*, a summary of which was submitted for review and consideration at the fifteenth meeting of the Council in 2015 and whose final version in Spanish is presented at this sixteenth meeting of the Council. This publication compiles the experiences of nine countries in the region in seeking solutions for concrete problems in relation to development planning systems, with a view to managing the links between sectors, levels of government, stakeholders and time frames. It draws attention to evaluation and follow-up as a process that can improve coordination between planning and management, and help to create institutional know-how to improve systems and processes on an ongoing basis. It also includes descriptions of actual experiences, points to challenges and offers reflections on creating enabling conditions for the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals.



A highlight of 2017 has been the publication of the book *Desde el gobierno abierto al Estado abierto en América Latina y el Caribe*, a pioneering initiative that consolidates the ongoing efforts of ECLAC to strategically position the topic of the open State in the region. This will serve as a point of reference, in particular with regard to the key links between the new State capacities needed to achieve the Goals of the 2030 Agenda for Sustainable Development. This work aims to contribute to the emerging discussion on the idea of the open State from multiple perspectives, both from within ECLAC itself and from representatives of multilateral agencies, government authorities, renowned experts, academics, representatives of civil society organizations in the region and platforms of innovation and civic activism.

Within the framework of the ECLAC interdivisional working group on Latin American cities, ILPES is currently in the process of preparing a book which seeks to provide a structuralist perspective on the relationship between the prevailing development pattern and unequal urban dynamics. This book argues that the particular features of Latin American development produce highly concentrated spatial organization patterns and severe gaps in living conditions among territories, which poses enormous sustainability challenges.

Annex 4 contains a full list of the documents published by the Institute in the 2016-2017 biennium.

4. Other information and dissemination resources

The institute has taken care to keep its web page on the ECLAC portal,² as well as its Facebook account,³ continually updated in order to broadcast its training activities and promote dialogue with students of the Institute and with the academic community.

At the same time, the Institute, in collaboration with the ECLAC Library, has developed or updated three libguides on topics related to foresight studies, open government and the evaluation of investment projects. These libguides are an invaluable tool for dissemination and they offer different types of resources and materials of great use for specialized users, the general public and ECLAC itself. ILPES also launched, in collaboration with the Office of the Deputy Executive Secretary of ECLAC, a libguide of the SDGs and the 2030 Agenda.



Since 2016, the Institute has been responsible for coordinating, jointly with the Information Services Unit of ECLAC, visits by academic centres and other organizations that wish to come to ECLAC for technical talks, which constitutes another channel of dissemination for its activities.



² See [online] “Planificación para el desarrollo” [en línea] <http://www.cepal.org/es/areas-de-trabajo/planificacion-para-el-desarrollo>.

³ See [online] <https://www.facebook.com/ilpes.cepal>.

C. REFLECTIONS ON ACHIEVEMENTS AND OUTCOMES

The activities carried out in 2016 and 2017 reflect the high demand for ILPES services and the good reception they are afforded. ILPES staff distributed their time between applied research and assistance and technical services and training. The Institute was also hired to provide advisory services, mainly with ad hoc funding to support the delivery of training, research and technical assistance.

The list of meetings, advisory services, courses and texts prepared by ILPES is considerable, and the Institute has in fact far exceeded the targets and indicators set out in its programme of work for the biennium 2016-2017. The specific outputs of the commitments undertaken at the fifteenth meeting of the Regional Council for Planning and at the last two meetings of the Presiding Officers will be submitted for the consideration of the member States at the present meeting.

An important point is that capacity-building through national and international courses is an ongoing process, which means that ILPES staff devote a considerable portion of their time to this activity. Furthermore, many of the technical assistance services to countries are provided in response to requests for institutional capacity-building received from technical agencies at the national and subnational levels that wish to strengthen particular capabilities at specific times. The outcomes of the evaluations demonstrate a high level of beneficiary satisfaction of with the training activities.

Very important to the Institute are its bilateral cooperation agreements with different donors for the pursuit of its activities. The agreement in place with the Government of the Republic of Korea brings an extraregional perspective to issues such as foresight, long-term planning and urban development. The cooperation programme with the German Agency for International Cooperation (GIZ) for supporting countries in implementing the 2030 Agenda and integrating the SDGs into their planning and public management processes has been of great importance for capacity-building, generating information and knowledge, identifying good practices, sharing experiences and awareness-raising among the public, the private sector and civil society. Finally, the Institute attaches great value to the long-standing support provided by the Spanish Agency for International Development Cooperation (AECID), mainly in relation to training for capacity-building in the different thematic areas in which the institute works.

ILPES has helped to forge a long-term regional vision from the perspective of planning for development. The Regional Observatory on Planning for Development in Latin America and the Caribbean, which has been a key tool for the Institute's research and publications and for the broader public, is in a pilot phase and is being continually updated to facilitate access by users. This will lay the foundations for strengthening of a joint agenda with the ministries and authorities of planning. The Institute also expects to consolidate areas of work relating to public leadership, the participatory approach and the gender approach in planning, and mainstreaming the SDGs into planning systems.

Thematic areas such as open government, citizen participation and gender equality have gained considerable importance in recent years and have become established as necessary components of planning and accountability tools. Within the framework of the programme of work for the biennium 2018-2019, ILPES expects to continue working on the topics of foresight, territorial planning, results-based management, evaluation of public policies, open government and public investment, and to engage with emerging issues such as multi-scale planning, linking plans and budgets, or linking the structural gaps methodology with the tools for characterizing and assessing the impacts of policies and plans.

The 2030 Agenda and the integrated vision of the three development pillars bring new challenges to planning and public management, at the same time as they encourage participation and enhance accountability in a scenario still marked by scepticism over whether existing democratic institutions are capable of meeting the development challenges of this century. Meanwhile, despite the major challenges it poses, planning has an important role to play at a time of profound global transformations and great uncertainty, by providing a means to build—collectively and with the participation of all sectors of society—an inclusive and sustainable vision for each country and for the region.

In this context, the ad hoc training activities (seminars, workshops and technical assistance) designed to incorporate and analyse the link between the 2030 Agenda and planning for development have helped to form a regional vision of the implementation of the 2030 Agenda in Latin America and the Caribbean and to provide technical assistance to countries in the process of adapting the 2030 Agenda to their national realities. Training activities have highlighted the coordinating role of the planning authorities and the challenges involved in the achievement of the SDGs.

Finally, one of the main challenges for the management of ILPES has been aligning the resources available to the Institute with the outcomes and outputs expected for the biennium. ILPES is financed mainly by voluntary contributions from the governments of member States and its operation and functioning rely largely on these contributions. The resources from technical cooperation agreements are used in their entirety to cover the costs of each of the activities reflected in the work plans; under no circumstances are they used to finance the management of the Institute. The enrolment fees charged for some international training courses go entirely to covering the costs of developing and running the respective courses.

In this regard, ILPES appreciates the trust afforded to it by the countries which maintain voluntary contributions as annual transfers in their budgets, and those that sign technical cooperation agreements in which activities are co-financed.

The complex framework of funding sources and modalities for the provision of services for the work of ILPES poses a challenge to its direct alignment with the specific objectives established by the Council and its Presiding Officers in 2015. Broadly speaking, however, the secretariat believes that progress has been made along the road indicated by the Council and towards the achievement of good-quality outcomes that will benefit all the countries in the region.

Table A1.1
International courses or courses open to all, 2016

Course subject	Date	Location	Country	Teaching hours	Gender		No. of participating countries	
					Women	Men		Total
Participatory planning in progressive structural change processes	28 March - 1 April	Santiago	Chile	40	34	34	68	11
Digital government in the era of open government	23 - 27 May	Santiago	Chile	40	8	11	19	8
Evaluation of public policies and programmes	20 June - 1 July	Mexico City	Mexico	80	20	29	49	12
Territorial planning and the Sustainable Development Goals	6 - 10 June	Mexico City	Mexico	40	19	16	35	8
Prospective analysis for development. Latin America and the Caribbean between now and 2030: concepts and tools for achieving the Sustainable Development Goals	1 - 5 August	Montevideo	Uruguay	40	9	15	24	13
Territorial development planning from a gender perspective	1-5 August	Santiago	Chile	40	15	3	18	7
Digital government in the era of the data revolution and the 2030 Agenda for Sustainable Development	22-26 August	Antigua	Guatemala	40	9	10	19	10
Prospective analysis for development and the Sustainable Development Goals of the 2030 Agenda	29 August 9 September	Santiago	Chile	80	12	17	29	11
Public leadership and the 2030 Agenda for Sustainable Development	5-9 September	Santa Cruz de la Sierra	Bolivia (Plurinational State of)	40	14	7	21	11
Planning, government and development	26-30 September	Cartagena de Indias	Colombia	40	19	8	27	14

Table A.1.1 (concluded)

Course subject	Date	Location	Country	Teaching hours	Gender		No. of participating countries
					Women	Men	
Digital government in the era of open government	12-23 September (virtual component) and 3-7 October (on-site component)	Mexico City	Mexico	40	11	14	25
Advanced techniques for public investment project evaluation	7 - 11 November	Mexico City	Mexico	40	16	12	28
Results-based management and budget policies	7 - 18 November	Santiago	Chile	80	13	18	31
Territorial sustainable development planning and the 2030 Agenda	21 November 2 December	Santiago	Chile	80	13	11	24
Strategies for open government in the Americas	12 - 16 December	Santiago	Chile	40	14	15	29
Subtotal				760	226	220	446
							Average no. of countries per course
							11

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

Table A1.2

National courses or courses restricted to a limited number of participants, 2016

Course subject	Date	Location	Country	Teaching hours	Gender		No. of participating countries	
					Women	Men		Total
Formulation and evaluation of investment projects (agreement between ECLAC and the Technical and Planning Secretariat of the Office of the President (STPP) of El Salvador, module two of the development planning course)	22 - 26 February	San Salvador	El Salvador	40	18	24	42	1
Open government	14 - 18 March	San José	Costa Rica	40	27	14	41	1
Logical framework and multi-criteria evaluation (agreement between ECLAC and STPP, module three of the development planning course)	29 March - 2 April	San Salvador	El Salvador	40	22	20	42	1
Result-based public management and budget policies (agreement between ECLAC and STPP, module four of the development planning course)	2 - 6 May	San Salvador	El Salvador	40	28	20	48	1
Logical framework, evaluation and monitoring	23 - 30 May	Santo Domingo	Dominican Republic	40	25	12	37	1
Logical framework, evaluation and monitoring	31 May - 4 June	Santo Domingo	Dominican Republic	40	21	13	34	1
Evaluation of public policies and programmes (agreement between ECLAC and STPP, module five of the development planning course)	6 - 10 June	San Salvador	El Salvador	40	28	20	48	1
Prospective analysis methods and scenario-building (agreement between ECLAC and STPP, module six of the development planning course)	11 - 15 July	San Salvador	El Salvador	40	19	17	36	1

Table A1.2 (concluded)

Course subject	Date	Location	Country	Teaching hours	Gender		No. of participating countries	
					Women	Men		Total
Local and regional development (agreement between ECLAC and STPP, module seven of the development planning course)	15 - 19 August	San Salvador	El Salvador	40	27	21	48	1
Sustainable development and social inclusion	12 - 15 September	Managua	Nicaragua	32	10	15	25	1
Methodologies to evaluate public spending efficiency and to measure the impact on progressivity, poverty and inequality indicators (agreement between ECLAC and STPP, module eight of the development planning course)	19 - 23 September	San Salvador	El Salvador	40	28	19	47	1
Budget policies and results-based management	22 - 28 September	San José	Costa Rica	40	24	16	40	1
Sustainable development and social inclusion	17 - 20 October	Bogotá	Colombia	32	3	10	13	1
Econometric methods to evaluate the impact of public policies and programmes (agreement between ECLAC and STPP, module nine of the development planning programme)	21 - 25 November	San Salvador	El Salvador	40	17	9	26	1
Subtotal				544	297	230	527	

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

Table A1.3
Combined courses and workshops and seminars, 2016

Course subject	Date	Location	Country	Teaching hours	Total no. of participants
Workshop on learning, iteration and adaption to achieve results	11 - 13 January	Santiago	Chile	24	55
Workshops in the framework of the agreement between ECLAC and CONEVAL (18 workshops)	January - December	Mexico		120	157
Study visit: Universidad César Vallejo	7 - 9 March	Santiago	Chile	24	32
International seminar on the Sustainable Development Goals and building futures for Latin America and the Caribbean	18 - 19 May	Santiago	Chile	16	69
Combined courses and workshops in the framework of the cooperation agreement between ECLAC and CAF (33 combined courses and workshops)	June to October	Bolivia (Plurinational State of), Costa Rica, Dominican Republic, Ecuador, Panama, Paraguay and Venezuela (Bolivarian Republic of)		504	990
Open parliament course: a focus on citizenship	27 July, 24 August and 18 October	Santiago	Chile	16	60
Seminar on digital government and the Ingeniería 2030 project: good practices in the region	12 August	Santiago	Chile	8	50
Workshop on action plans for open government data for sustainable development in Latin America	26 - 28 September	Santiago	Chile	24	25
Seminar on public planning and management in the implementation of the 2030 Agenda for Sustainable Development	26 - 28 September	Santiago	Chile	24	60
Subtotal				760	1 498

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

Table A1.4

Distance-learning courses, 2016

Course subject	Date	Location	Country	Teaching hours	Gender		Total
					Women	Men	
Gender statistics and indicators: Introduction	18 April - 20 June	Santiago	Chile	80	119	33	152
Competitiveness, networks, and productive and commercial development	9 May - 30 June	Santiago	Chile	60	18	17	35
Gender and information and communications technologies	15 August 23 October	Santiago	Chile	80	55	7	62
Measuring violence against women in Latin America and the Caribbean	10 October - 18 December	Santiago	Chile	80	76	5	81
Subtotal				300	268	62	330

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

Table A1.5

International courses or courses open to all, 2017

Course subject	Date	Location	Country	Teaching hours	Gender		No. of participating countries
					Women	Men	
Planning for disaster-risk management and evaluation methodologies in the framework of the 2030 Agenda	24 - 27 January	Port of Spain	Trinidad and Tobago	24	5	15	20
Participatory planning: implementation mechanism for the Sustainable Development Goals in public policies and development plans	3 - 7 April	Santiago	Chile	40	23	12	35
Social protection instruments throughout the life cycle	22 - 26 May	Santiago	Chile	40	20	14	34
Territorial prospective analysis and sustainable development	5 - 9 June	Santiago	Chile	40	18	13	31
Evaluation of public policies and programmes	19 - 30 June	Santiago	Chile	80	13	14	27
Development planning from a gender perspective	27 - 30 June	Santiago	Chile	40	26	3	29
Logical framework and project administration	3 - 7 July	Santiago	Chile	40	19	27	46
Subtotal				304	124	98	222
							Average no. of countries per course
							10

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

Table A1.6
National courses or courses restricted to a limited number of participants, 2017

Course subject	Date	Location	Country	Teaching hours	Gender		No. of participating countries
					Women	Men	
Development planning from a gender perspective	25 - 27 January	San Salvador	El Salvador	24	35	12	47
Planning-based strategies for the implementation of the 2030 Agenda	30 January - 3 February	Guatemala City	Guatemala	40	20	23	43
Building and maintaining environmental Sustainable Development Goal indicators as a key element of planning for the implementation of the 2030 Agenda	27 February - 3 March	Guatemala City	Guatemala	40			34
Development, multi-criteria evaluation and logical framework of projects	20 - 24 March	Foz de Iguazú	Brazil	40	13	21	34
Working groups on planning, prospective analysis and development	13 - 15 June	Tucumán	Argentina	24	30	18	48
Subtotal				168			206

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

Table A1.7
Combined courses and workshops and seminars, 2017

Course subject	Date	Location	Country	Teaching hours	Total no. of participants
Workshops in the framework of the technical cooperation agreement between ECLAC and CONEVAL (2 workshops)	January to December		Mexico	40	46
Study visit: Universidad Mayor and Centro de Enseñanza Técnica y Superior (CETYS) of México	16 January	Santiago	Chile	8	53
Development, urbanization and metropolitan areas in the Republic of Korea and Latin America	22 - 23 March	Santiago	Chile	16	25
Workshop for the validation of the white paper on the National Planning System of Costa Rica	26 - 28 April	San José	Costa Rica	24	20
Subtotal				88	144

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

Table A1.8
Distance-learning courses, 2017

Course subject	Date	Location	Country	Teaching hours	Gender	
					Women	Men
Gender statistics and indicators: Introduction	17 April - 19 June	Santiago	Chile	80	119	33
Subtotal				80	119	33

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

Annex A2

List of seminars and workshops held in the 2016-2017 biennium

1. International forum on the National Planning System of El Salvador (San Salvador, 9 and 10 March 2016).
2. Sixth seminar of the network of national public investment systems of Latin America and the Caribbean (San José, 18 and 19 April 2016).
3. Open parliament course: focus on citizenship (ECLAC headquarters, Santiago, 27 July 2016).
4. Seminar on digital government and the 2030 Ingeniería project: good practices in the region (ECLAC headquarters, Santiago, 12 August 2016).
5. Workshop on action plans for open government data for sustainable development in Latin America (ECLAC headquarters, Santiago, 26 - 28 September 2016).
6. Seminar on public planning and management in the implementation of the 2030 Agenda for Sustainable Development (ECLAC headquarters, Santiago, 26 - 28 September 2016).
7. International seminar on development, urbanization and metropolitan areas in the Republic of Korea and Latin America (ECLAC headquarters, Santiago, 22 and 23 March 2017).
8. Sixth seminar of the network of national public investment systems of Latin America and the Caribbean (Asunción, 18 and 19 April 2017).
9. Fifteenth Ibero-American meeting on data protection (Santiago, 20 - 22 June 2017).

Annex A3

Table A3.1 presents a summary of the projects carried out during the 2016-2017 biennium, some of which are still ongoing.

Table A3.1
List of implemented and existing agreements, 2016-2017

Year	Description	Theme	Period
2017	Agreement between ECLAC and the province of Tucumán (Argentina) on technical assistance for updating strategic development guidelines for Tucumán for 2016-2030.	Planning	March 2017 - April 2018
2016	Technical cooperation agreement between ECLAC and CONEVAL.	Public management	October 2016 - November 2017
2016	2016-2018 cooperation programme between ECLAC, the Federal Ministry for Economic Cooperation and Development of Germany (BMZ) and the German Agency for International Cooperation (GIZ), to support the implementation of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean.	Planning	September 2016 - September 2018
2016	Technical cooperation agreement between SERCOTEC and ECLAC to strengthen commercial districts.	Public investment	December 2016 - November 2017
2016	Technical cooperation agreement between the Ministry of Social Development of Chile and ECLAC.	Public investment	December 2016 - April 2018
2016	ECLAC-AECID 2017-2018 cooperation programme for the development of public management capacities.	Planning and public management	January 2017 - April 2019
2016	Technical cooperation arrangement, phase 2 of the CAF training programme on development programme and project management.	Public management	March 2016 - September 2017
2016	Technical cooperation agreement between ECLAC and the Costa Rican judiciary, technical assistance to develop and implement an open government policy.	Open government	May 2016 – April 2017
2016	Cooperation agreement between the Republic of Korea and ECLAC.	Urban planning	June 2016 - November 2017
2015	Technical cooperation arrangement, CAF training programme on development programme and project management.	Public management	July 2015 - February 2016
2015	Specific cooperation agreement between ECLAC and Universidad de Guanajuato to train teachers and students.	Planning and public management	June 2015 - December 2016
2015	2015-2016 cooperation agreement with the Government of the Republic of Korea: experiences of the Republic of Korea and Latin America in long-term development planning.	Planning	July 2015 - July 2016
2015	Technical cooperation agreement between SERCOTEC and ECLAC.	Local development	December 2015 - April 2017
2015	ECLAC-AECID 2016-2017 cooperation programme for the development of public management capacities.	Planning and public management	January 2016 - December 2017
2015	Agreement between ECLAC and Jalisco State, evaluation of 2013-2033 Jalisco State development plan.	Planning	November 2015 - May 2017

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

Annex A4
List of publications for the 2016-2017 biennium

ECLAC Books

LBC 144, LC/PUB.2017/9-P (April 2017), Alejandra Naser, Álvaro Ramírez-Alujas and Daniela Rosales, *Desde el gobierno abierto al Estado abierto en América Latina y el Caribe*.

Project Documents

LC/TS.2017/57 (June 2017), Luis Mauricio Cuervo, “Ciudad y territorio en América Latina: bases para una teoría multicéntrica, heterodoxa y pluralista”.

Gestión Pública Series

No. 86, LC/IP/L.349 (November 2016), Alejandra Naser and Daniela Rosales, “Panorama regional de los datos abiertos: avances y desafíos en América Latina y el Caribe”.

No. 85, LC/IP/L.348 (November 2016), Sergio Bitar, “Las tendencias mundiales y el futuro de América Latina, edición 2016”.

No. 84, LC/IP/L.346 (September 2016), Alejandra Naser and Andrés Hofmann, “La contribución del gobierno electrónico y los datos abiertos en la integración regional”.

Territorial Development Series

No. 20, LC/IP/L.345 (September 2016), Nahuel Oddone, Martín Quiroga Barrera Oro, Henrique Sartori de Almeida Prado and Alicia Williner, “Pactos territoriales en la construcción de regiones transfronterizas: por una mayor integración a múltiples niveles”.

ECLAC Manuals

No. 4, LC/IP/L.347 (October 2016), Alicia Williner and Olga Segovia, “Territorio e igualdad: planificación del desarrollo con perspectiva de género”.

No. 2, LC/IP/L.343 (July 2016), Estefani Rondón Toro, Marcel Szantó Narea, Juan Francisco Pacheco, Eduardo Contreras and Alejandro Gálvez, “Guía general para la gestión de residuos sólidos domiciliarios”.

Seminars and Conferences series

No. 86, LC/IP/L.344 (July 2016), Luis Mauricio Cuervo, “Prospectiva en América Latina y el Caribe: instituciones, enfoques y ejercicios”.

ECLAC Select Pages

(September 2016), Jorge Máttar and Luis Mauricio Cuervo, “Planificación y prospectiva para la construcción de futuro en América Latina y el Caribe. Textos seleccionados 2013-2016”.