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## ABBREVIATIONS

ACS	Association of Caribbean States
ADC	Andean Development Corporation
CARICOM	Caribbean Community
CDCC	Caribbean Development and Cooperation Committee
CEDAW	Committee on the Elimination of Discrimination against Women
EUROSTAT	Statistical Office of the European Communities
FAO	Food and Agriculture Organization of the United Nations
IDB	Inter-American Development Bank
IIRSA	Initiative for the Integration of Regional Infrastructure in South America
IMF	International Monetary Fund
IOM	International Organization for Migration
OAS	Organization of American States
OECD	Organisation for Economic Co-operation and Development
OECS	Organization of Eastern Caribbean States
OIJ	Ibero-American Youth Organization
OLADE	Latin American Energy Association
OLAMI	Latin American Mining Organization
PAHO	Pan American Health Organization
PARLATINO	Latin American Parliament
SEGIB	Ibero-American Secretariat
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
WTO	World Trade Organization

## INTRODUCTION

The draft programme of work of the Economic Commission for Latin America and the Caribbean (ECLAC) for the biennium 2012-2013 is hereby submitted to the member States of the Commission for their consideration. This draft programme is based on the draft strategic framework of the Commission and the priorities that will be considered on a parallel track by the relevant subsidiary bodies of the General Assembly at United Nations Headquarters in New York.

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

ECLAC will continue to pursue key objectives shared by all the Regional Commissions, to foster economic integration at the subregional and regional levels, to promote implementation of internationally agreed development goals, including the Millennium Development Goals, and to support sustainable development by helping to bridge economic, social and environmental gaps within countries and with the industrialized economies.

To achieve these objectives, ECLAC will continue to act as a catalyst and leader in economic, social and environmental issues, responding to the most urgent needs of the countries in the region. It will continue to serve as a regional forum and facilitator in building regional consensus and supporting public-policy formulation to meet the most daunting challenges facing the region through its comprehensive analysis of development processes; conducting and supporting multilateral dialogue; sharing knowledge and networking at the global, regional and subregional levels; and promoting intraregional and interregional cooperation among Regional Commissions and through collaboration with other regional organizations and United Nations institutions.

The Commission's overall strategy for achieving the objectives of the programme is structured around 13 interdependent and complementary subprogrammes implemented through an integrated and multidisciplinary approach. A new subprogramme on financing for development is being proposed in response to the increasing demand for analysis and operational services from member States in this field, particularly in the aftermath of the 2008-2009 financial and economic crises, which underscored the critical importance and specificities of this issue for the development agenda of the region. A growing number of countries in Latin America and the Caribbean are considered to be middle-income economies. As a result, the region's relative share of official development assistance (ODA) flows has followed a downward trend and most countries have been encountering formidable hurdles in their efforts to obtain full access to, and participation in, international financial markets. Therefore, a number of regional forums, including the Rio Group, have highlighted the need for ECLAC to focus on this matter. More

recently, the twenty-fifth session of the Committee of the Whole of ECLAC requested the Secretariat to analyse this matter in depth and recommend concrete actions. The results of this exercise are now reflected in the new subprogramme, which will be implemented within existing resources.

The basic guidelines and overarching orientation for the formulation of the programme of work for the biennium 2012-2013 were drawn from the internationally agreed development goals stemming from the major United Nations conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration and the 2005 World Summit Outcome.

During the period 2003-2008, the Latin American and Caribbean region benefited from a period of continued expansion, unprecedented in 40 years, during which its countries not only experienced steady economic growth and decreasing poverty levels but also improved significant aspects of their macroeconomic management and reduced their external vulnerability. During 2008, as a consequence of external shocks, the aforementioned period of growth ended abruptly. In the first place, the rise in global energy and food prices cancelled out some of the benefits gained in previous years, such as improvements in the terms of trade in various countries, and seriously affected the poorest sectors of the region's populations. More significantly, as of the second half of 2008, the collapse of the financial sector in industrialized countries rapidly spread throughout the entire world and, through the channels of the real economy, generated the worst global economic crisis in more than half a century, seriously impacting Latin America and the Caribbean. Although most countries of the region were better prepared to face the adverse consequences of this steep economic downturn, thanks to sound policy practices implemented in previous years, which resulted in higher levels of foreign reserves, fiscal surpluses and lower debt burdens, they were still not immune to the external shocks and the contagious effects of plummeting trade and investment flows and of rapidly deteriorating financing conditions in international markets. As a result, the region has experienced negative growth in 2009 with Mexico and Central America suffering the harshest costs due to their strong linkages and interdependence with the United States economy. The impacts of the crisis were also strongly felt in the social sector, as an additional 9 million people fell into poverty in 2009 as a result of the crisis, while employment conditions worsened and informality grew, in particular among the most vulnerable groups such as the poor, women and the young. In late 2009, various signs of recovery fuelled the hope that economic growth would resume in 2010 although the persistently vulnerable conditions in the world economy still prompted a sense of caution. As in previous crises, recovery in the social sectors will take much longer than in the economic sectors and a return to pre-crisis poverty levels will require double the effort.

The crisis has also drawn attention to the structural deficits still hampering the development path of countries of Latin America and the Caribbean and has raised questions about their ability to address the most pressing issues and the new realities of the long-term sustainable development agenda. The region's development patterns in the post-crisis international environment are expected to undergo significant adjustments as countries seek to adapt to the "new normality" emerging in the aftermath of the crisis; that new scenario will probably be characterized by slower growth globally and lower levels of economic growth in developing countries, weaker global trade flows with additional barriers to trade, more restrictive and selective access to less buoyant international financial markets, and new labour market dynamics, notably a "jobless recovery". In the economic field, the capacity of governments to mitigate the effects of economic downturns either by implementing countercyclical policies or enhancing access to financing in both global and domestic financial markets appears to be very limited, thus underscoring their structural weaknesses. In terms of competitiveness, the backlogs in innovation and productivity still represent a key obstacle to the success of economic growth-with-equality strategies. Weak structural change, low production diversification, and limited development of more knowledge-intensive and technological sectors will leave the region vulnerable to the risk of persistently lagging behind the rest of

the world and to widening productivity gaps with other regions. Much progress is still required to enhance competitiveness on pressing issues such as infrastructure, logistics, and trade facilitation, to reduce asymmetries among productive sectors and to benefit from new opportunities in global value chains or to foster closer trade and investment bonds with new partners like the Asia-Pacific region. Quality employment creation must be complemented by social policies to enhance the quality of, and access to, education and social services, in order to reduce inequalities, promote human development, increase productivity and respond directly to differing social and economic needs, reinforcing social equality and cohesion and respect for human rights.

Other persistent structural problems such as poverty and its intergenerational transmission, income inequality, regressive tax systems, the effects of rapid demographic change, citizen security and safety, to cite only a few, place additional demands for social public expenditure, social reforms and for a shared agenda of development among all actors of society. Newer global challenges such as climate change and the need to develop low carbon economies urgently require formulating and implementing new strategies to foster adaptation, mitigation and risk reduction as well as to enhance energy efficiency and jump-start the broad use of renewable energies. They also necessarily call for greater collaboration and integration efforts among countries in the region in order to address common global challenges with a regional approach and within a multilateral framework. In the post-crisis context, the design and implementation of development strategies require a completely new approach to governance and long-term development, renewed public administration practices and new forms of collaboration between governments, the private sector and civil society. The role of institutions and market regulations need to be thoroughly revised and the role of the State must be redefined to generate the conditions which would bring the region to a new path of sustainable development with equality. Considering the complexity of the reform processes in the region and the rapidly evolving demands of beneficiary countries, ECLAC should continue to improve its leading role in providing, in a timely manner, relevant analysis and policy recommendations regarding development issues. This will require maintaining high levels of efficiency and coordination in order to ensure an interdisciplinary approach through the integration of different areas of work and continuous improvement on management processes. Moreover, on the strength of its close ties with Governments of the region and other counterpart institutions, ECLAC should ensure the link between national experiences and the regional perspective, allow comparability of data, promote the exchange of good practices and provide effective technical cooperation services.

In order to meet the challenges described above, ECLAC will focus the programme of work for the 2012-2013 biennium on the following priorities:

- Improving macroeconomic stability and further enhancing policies that reduce vulnerability and mitigate the effects of economic and financial crises;
- Strengthening the region's access to financing for development and enhancing the financial architecture at the global, regional and domestic levels;
- Increasing the region's productive potential and reducing productivity gaps to achieve convergence with particular emphasis on innovation and new technologies;
- Improving the region's position in the international economy through trade, regional integration and cooperation;
- Promoting a social covenant by improving social equality, reducing social risks and reinforcing gender mainstreaming in public policies;
- Enhancing sustainable development policies, energy efficiency and addressing the impacts of climate change;

- Strengthening public management to enhance the role of the State in the twenty-first century; and
- Improving institution-building for the management of global and transboundary issues and the provision of public goods at the regional level.

To this end, the strategy of the Commission will emphasize analytical, normative, advocacy and capacity-building work. The focus will be on strengthening the design of sustainable development strategies and public policies, the facilitation and continuous monitoring of their practical implementation by providing operational services in the areas of specialized information, technical cooperation and training and by fostering cooperation, networking and sharing of best practices at the subregional, regional and international levels including South-South cooperation. ECLAC will continue to work on the integrated and comprehensive follow-up to world summits from a regional perspective, in particular on the monitoring and evaluation of the region's progress towards the accomplishment of the Millennium Development Goals. For this purpose, the Commission will continue to carry out regional coordination to complement the role of the resident coordinator in terms of operational work at country level to enhance United Nations system-wide coherence. In this regard, ECLAC will reinforce its role as leader and convener of the Regional Coordination Mechanism (RCM) of all United Nations specialized agencies, funds and programmes in Latin America and the Caribbean, and will continue to participate actively in the United Nations Development Group and the relevant mechanism already in place. Close collaboration will also be enhanced with the wider United Nations family institutions including the International Monetary Fund (IMF) and the World Bank as well as with other inter-American, Ibero-American and Bretton-Woods institutions such as the Organization of American States (OAS), the Ibero-American Secretariat (SEGIB), and the Inter-American Development Bank (IDB). At the regional and sub-regional levels, cooperation will be pursued with integration schemes and institutions. To further enhance its development function, ECLAC will also strengthen its collaboration with private-sector associations, non-governmental organizations (NGOs), think-tanks and the academic sector to promote policy dialogues and to engage them in the implementation of the sustainable development agenda of the Latin American and Caribbean countries.

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

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



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

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

Presentation

In recent decades, the world economy has undergone dramatic technological change and has witnessed the emergence of new drivers of growth, such as China, India and the Asia-Pacific region in general, and new developments in centre-periphery relations and global economic governance. These complex reconfigurations, and the projected “new normality” in the post-crisis scenario, present both challenges and opportunities, which the countries of the region must now face. Emerging markets present an increasing potential for Latin American and Caribbean exports, while the competitive challenges posed by these economies may trigger mounting pressure for old and new forms of protectionism in areas such as: (i) security requirements for transport and marketing/distribution systems; (ii) trade-related labour rules and; (iii) the relationship between trade, the environment and climate change. In addition, new issues referring to trade, such as its contribution to sustainable development and the new institutional context stemming from the reform of the State, as well as issues relating to public-private alliances and corporate social responsibility (CSR) will continue to be on the international agenda for the near future and the region must think strategically and take a stance with respect to them.

Backlogs in competitiveness, innovation and productivity represent a major obstacle to the success of strategies for economic growth-with-equality strategies in the region. In all these areas, more rapid progress can be made if countries coordinate actions and cooperate through regional forums. Progress is needed on pressing issues pertaining to infrastructure, logistics, trade facilitation, innovation, reduction of asymmetries, social cohesion, closer trade and investment ties with the Asia-Pacific region, and combating climate change. Headway in these areas requires a more solid and effective regional institutional framework built up around subregional integration schemes.

In this context, it is increasingly important to: (i) continue to analyse and document major events and developments in the world economy in order for governments to formulate and implement a trade development strategy; (ii) promote South-South (intra- as well as interregional) cooperation and integration, which will serve as a vehicle for the enhancement of international competitiveness and trade diversification; (iii) integrate trade policy with policies on productive development, innovation and foreign direct investment (FDI), not only in manufacturing but also in services and natural-resource-based sectors; (iv) enhance the quality of trade-related services as they become increasingly important in the value chain and represent the principal source of value added and systemic competitiveness in many products; (v) enhance trade facilitation measures (logistics, customs procedures, harmonization of standards, etc.) as they are key tools of export competitiveness; (vi) strengthen the capabilities of regulatory institutions and the adaptation of exports to internationally agreed technical and sanitary measures; (vii) promote public-private partnerships, which are essential to progress in innovation and export diversification. To support such activities, it would be essential to analyse in depth the links between trade and sustainable development including policies for dealing with climate change. In all these areas, more rapid progress can be made if countries coordinate their actions and cooperate through regional forums.

Against this backdrop, the subprogramme aims at strengthening the position of the Latin American and Caribbean region in the global economy and trading system by assisting its stakeholders in the following areas: (i) institution-building, administration and adoption of measures in the areas of trade policy and trade promotion, negotiations and the implementation of agreements, including early-warning mechanisms of protectionism among trade partners; (ii) capacity-building for trade diversification and greater international competitiveness in the export of manufactures, services and natural-resource-based

products; (iii) deepening and expanding the integration processes within the region and with other regions and promoting South-South cooperation with special emphasis on the Asia-Pacific region from the viewpoint of participation in global supply chains; (iv) initiatives in new areas of international trade, concerning sustainable development, climate change, poverty reduction, improvement of competitiveness and enhanced use of new technologies to promote productivity and connectivity as well as the Aid for Trade (AfT) measures and the new forms of cooperation derived therefrom.

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 indicators described below.

Logical framework of the subprogramme:

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**Objective of the Organization:** To enhance regional cooperation and integration schemes at the subregional, regional and hemispheric levels through strengthening linkages between Latin American and Caribbean countries and the global economy

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

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### Strategy

Substantive responsibility for this subprogramme rests with the International Trade and Integration Division, which will work in close collaboration with the ECLAC offices in Washington and Brasilia. Given the cross-cutting nature of the themes of the subprogramme, the Division will also seek to collaborate closely with other ECLAC divisions and offices. The strategy to be followed will take special

account of the relevant provisions relating to the goals and targets set forth in the Millennium Declaration, particularly those relating to poverty reduction and the global partnership for development.

The strategy will generate knowledge, evaluate experience, and assess further development of an open, rule-based trading system; deepening and expanding economic integration schemes; and maximizing the contributions of trade and integration to the region's development process and will adopt a problem-solving approach to support decision-making. This approach will further strengthen the role of ECLAC as a forum for policy discussion and exchange of experience and serve as a catalyst for consensus-building. The strategy will also include provision of advisory and technical cooperation services and other capacity-building activities to support countries of the region in their efforts to strengthen and improve their relevant human and institutional capacities.

The main users of this subprogramme will be government authorities and officials of the countries in the region, especially those concerned with the formulation, implementation and management of strategies and policies on foreign trade and international trade negotiations, and regional integration and cooperation. Other important beneficiaries will be various private-sector institutions such as producers' and exporters' associations, chambers of commerce, and other promotion and development entities. Lastly, the subprogramme will continue to hold consultations and work closely with UNCTAD, WTO, World Bank, OECD, the Latin American Economic System (SELA), IDB, and OAS, the United Nations regional commissions, regional development banks, the secretariats of the various regional integration organizations and governmental and private entities having responsibilities in the areas of trade and integration.

The collaboration with bilateral and multilateral cooperation partners will be enhanced in order to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries. Emphasis will be placed in the following areas: aid for trade, poverty and trade, public-private alliances, innovation and trade, trade competitiveness, trade facilitation, protectionism and new environmental rules, among others.

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

#### External factors

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

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

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

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

### List of activities

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

#### 1. Organization and substantive servicing of meetings

##### Ad-hoc expert group meetings

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

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

#### 2. Recurrent publications

(i) *Latin America and the Caribbean in the World Economy, 2011-2012*

(ii) *Latin America and the Caribbean in the World Economy, 2012-2013*

This annual publication presents an overview of changes and trends in international trade relations, based on the analysis of the main stakeholders' behaviour. It also explores the repercussions of international negotiations for the countries of the region at both bilateral and multilateral levels, examines the main trends and initiatives in the area of trade policies and the possible courses of action which could bring about the greatest benefits (high correlation with expected accomplishment 1).

#### 3. Non-recurrent publications

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

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

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

(iv) A study on the trends and prospects regarding the relations between the Brazilian economy and its main trading partners from the G-20 (high correlation with expected accomplishment 1).

(v) A study to evaluate the participation of Latin American and Caribbean business communities in global supply chains and make policy recommendations to further such participation (high correlation with expected accomplishment 2).

(vi) A study on the evolution of the global economy and its effects on the economies of Latin America and the Caribbean with special emphasis on the globalization of Latin American and Caribbean enterprises, and public-private alliances (high correlation with expected accomplishment 2).

(vii) A study to examine the social impact of trade policies in selected countries in the region. Emphasis will be placed on the effects on: poverty and income distribution; employment creation; and sectoral and regional disparity and asymmetry within and among countries (high correlation with expected accomplishment 2).

(viii) A study on the relations between trade and sustainable development, especially climate change, from a regional perspective with special emphasis on mitigation strategies and the emergence of new opportunities (high correlation with expected accomplishments 1 and 2).

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

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

#### 4. Other substantive activities

##### Technical material

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

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

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

(i) *CEPAL News* (24 issues), a monthly publication by the ECLAC office in Washington, D.C. (in English only) (high correlation with expected accomplishment 1).

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

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

(iv) *CEPAL Trade Note* (4 issues), a biannual publication on the latest trade and integration developments of relevance to the region (high correlation with expected accomplishment 1).

#### 5. Advisory services

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

(ii) Provision of technical cooperation services to countries of the region, business and trade promotion organizations and other stakeholders, at their request, in areas relating to trade and sustainable development (in conjunction with subprogramme 8) (high correlation with expected accomplishment 2).

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

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

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

#### 6. Training courses, seminars and workshops

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

#### 7. Technical cooperation projects

During the biennium, it is expected that extrabudgetary projects will be under way in the area of trade policies and strategies (high correlation with expected accomplishments 1 and 2).

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

#### 8. Intermediate activities

(i) Dissemination of ECLAC documents through the ECLAC office in Washington, D.C. (moderate correlation with expected accomplishments 1 and 2).

(ii) Collection, analysis and transmission of data from the ECLAC office in Washington, D.C., to ECLAC headquarters, subregional headquarters and national offices (high correlation with expected accomplishment 1).

(iii) Preparation of selected inputs by the ECLAC offices in Brasilia and Washington on the Brazilian and United States economies for the publication *Latin America and the Caribbean in the World Economy*.

The ECLAC office in Washington, D.C., will be responsible for the execution of the activities indicated in subparagraphs 3 (iii), 4 (a) (ii), (b) (i) and (ii), 5 (iii) and (iv), and 8 (i), (ii) and (iii). The ECLAC office in Brasilia will be responsible for the execution of the activity indicated in subparagraph 3 (iv) and 8 (iii), which will be partially subject to the availability of extrabudgetary resources.

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

Subject area 1.2: Trade negotiations and regional integration

1. Organization and substantive servicing of meetings

Ad-hoc expert group meetings

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

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

2. Recurrent publications

(i) Two studies to examine the functioning of WTO agreements and multilateral negotiations, provide analysis on the outcomes of the negotiations and on interaction between the policies of the main industrialized countries and those of developing regions with emphasis on Latin America and the Caribbean (moderate correlation with expected accomplishment 2).

(ii) Two studies on developments in, and the outlook for, subregional and regional integration (high correlation with expected accomplishments 1 and 2).

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

(iv) A comparative study between the Brazilian economy's relations with its main global trade partners and regional integration partners and that of the other fast-growing economies of the BRIC (Brazil, Russian Federation, India and China) group with their respective global trading partners and regional integration partners (moderate correlation with expected accomplishment 1).

(v) A study on the consequences of security standards for trade and competitiveness in selected countries in the region (moderate correlation with expected accomplishment 2).



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

### 3. Non-recurrent publications

(i) A study on the implementation of Trade Facilitation measures and their impact on competitiveness for selected countries in the region (high correlation with expected accomplishment 2).

(ii) A study to assess the impact of Aid for Trade initiatives in selected countries of the region (high correlation with expected accomplishment 2).

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

### 4. Other substantive activities

#### Technical material

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

### 5. Advisory services

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

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

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

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

### 6. Intermediate activities

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

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

The ECLAC office in Brasilia will be responsible for the execution of the activity indicated in subparagraph 2 (iv), which will be partially subject to the availability of extrabudgetary resources. The ECLAC office in Washington, D.C., will be responsible for the execution of the activities indicated in subparagraph 6 (ii).

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

**SUBPROGRAMME 2: PRODUCTION AND INNOVATION**Presentation

Countries in Latin America and the Caribbean should pursue efforts to improve their capacity to formulate and implement sectoral and microeconomic policies designed to overcome barriers to growth, increase productivity and competitiveness, and improve their quality of integration in global markets. Over a period of five years, the region experienced a continuous phase of strong economic growth, which was interrupted by the international crisis of 2008-2009. Understanding the main drivers of growth patterns in recent years and the process of accumulation of technological and institutional capabilities is vital for sustaining steady progress and assisting the countries of the region to foster productivity growth in the long run and will contribute to greater equality in the region.

In the past two decades, the region went through an economic liberalization process which redefined its industrial structure through openness to international trade and competition. This phase was characterized by the progressive marginalization of existing industrial policies and the development of a productive structure geared towards commodity- and labour-intensive activities with low technological and knowledge contents. These patterns created incentives in the region linked to static competitive advantages and led to the progressive weakening and even loss of technological capabilities, in the absence of incitements for the development and consolidation of more sophisticated capabilities.

Thus, when the international crisis of 2008-2009 broke out, Latin America and the Caribbean was handicapped by weak structural change, low production diversification, limited development of knowledge-intensive sectors and technological capabilities and a widening productivity gap with other regions. These are serious constraints, since competitiveness is a key requirement in globalized markets and since technological capabilities determine the intensity and direction of post-crisis recovery. As in a self-reinforcing process, the region, hampered in its attempts to recompose and redefine the productive structure at the microeconomic level, runs the risk of constantly lagging behind the rest of the world.

In the context of post-crisis recovery, the role of institutions and the rules governing markets will need to be enhanced and the role of the State redefined to address this transition by reducing productivity gaps and strengthening technology, innovation and industrial diversification. The region should therefore design policies aimed at shoring up its technological capabilities and industrial strategies in order to build a more diversified productive structure and competitive technology-intensive sectors.

These are essential ingredients of a sound post-crisis recovery in the region and may lead towards a long-term path of endogenously generated economic growth. This holds true in particular for the development and dissemination of new technological paradigms —e.g., biotechnology and nanotechnology—, whose potentialities have not been fully explored and which need to receive financial support in order to address the uncertainty that may limit private financing.

Regarding sectoral policies, the countries of the region must go beyond the present stage, in which there is only a very cautious return to industrial development policies. With only few exceptions, most of the countries of the region still have weak capabilities for public-policy formulation and implementation in these areas. Moreover, countries must overcome the loss of synergy and waste of resources that have resulted from their previously fragmentary approach. Without falling into inefficient centralism, players should be encouraged to coordinate their actions strategically within a systemic perspective, paying attention to the development of institutions capable of providing long term stability.

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

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

Logical framework of the subprogramme:

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

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<b>Expected accomplishments of the Secretariat</b>	<b>Indicators of achievement</b>
(a) Strengthened capacity of Latin American and Caribbean governments to formulate policies and strategies to enhance the competitiveness of their production structures	(a) (i) Increased number of countries adopting policies or measures aimed at enhancing the competitiveness of their production structures in line with recommendations made by ECLAC  (ii) Increased number of government authorities and public institutions acknowledging that they have benefited from ECLAC technical cooperation services or analytical inputs prepared for inter-governmental meetings on fostering competitiveness
(b) Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster productivity convergence and innovation	(b) (i) Increased percentage of participants in seminars, workshops or training courses of the subprogramme acknowledging that they have benefited from ECLAC technical cooperation services to improve their capacity to foster productivity convergence and innovation  (ii) Increased percentage of readers acknowledging that they have benefited from the analysis and policy recommendations on investment patterns and competitiveness contained in the publication <i>Foreign Direct Investment in Latin America and the Caribbean</i> and other selected publications of the subprogramme

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## Strategy

The Division of Production, Productivity and Management, which consists of three specific units recently restructured along the thematic lines to be addressed, will be responsible for the implementation of the subprogramme. Work will be carried out in close coordination with other ECLAC divisions and offices in particular the International Trade and Integration Division and the ECLAC Office in Buenos Aires. The strategy to be followed will take special account of the relevant provisions relating to the goals and targets set forth in the Millennium Declaration, particularly as regards reducing extreme poverty and hunger by promoting productive employment, the global partnership for development, a commitment to good governance, development and poverty reduction, nationally and internationally, and the dissemination of benefits of new technologies, especially information and communications technologies.

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

The main beneficiaries of the subprogramme will be government authorities and public officials of the countries in the region as well as a variety of civil society organizations, academic and private-sector institutions, local, regional and subregional organizations and other organizations concerned with relevant issues. The subprogramme will continue to carry out consultations and work in close collaboration with the specialized agencies, funds and programmes of the United Nations system and other agents at the regional and international levels concerned with the specific sectoral issues indicated above, particularly high level authorities in charge of innovation, agricultural and industrial development, investment and the promotion of small and medium-sized enterprises (SMEs).

Collaboration with bilateral and multilateral cooperation partners will be enhanced in order to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries. Emphasis will be placed in the following areas: new technologies (information and communications technologies (ICT), biotechnologies for health and agriculture, new energy sources and nanotechnologies), microdata for sectoral and firm level analyses, SME promotion policies, and competition policies.

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

## External factors

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

(a) The main ECLAC stakeholders in the region continue to assign high priority to improving their awareness and knowledge of issues covered by the subprogramme as well as to producing and making available relevant statistics at both the regional and the international level.

(b) The international community continues to support and accord high priority to the region's concerns and concrete needs with respect to its productive development policies in the context of the regional and international development agenda. To this end, it will take into account the guidelines emanating from the General Assembly and the Economic and Social Council as well as the internationally agreed development objectives in the economic and social spheres, including those contained in the Millennium Declaration.

### List of activities

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

#### 1. Substantive servicing of meetings

##### Ad-hoc expert group meeting

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

#### 2. Non-recurrent publications

(i) A study on structural change in the agricultural sector in the region and its impacts on relevant sectoral policies (moderate correlation with expected accomplishment 1).

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

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

(iv) A study on the impact of technological policy on the production structure in countries in the region (moderate correlation with expected accomplishment 2).

#### 3. Other substantive activities

##### Technical material

Development, maintenance and update of databases and country observatories on agriculture, manufacturing industry and services, based on information from censuses, household surveys and other microdata sources for the Latin American and Caribbean countries.

4. Advisory services

Provision of technical cooperation services upon request in areas relating to the design and implementation of productive development and competitiveness policies and strategies including appropriate forms of public-private partnerships (high correlation with expected accomplishments 1 and 2).

5. Training courses, seminars, workshops

Cooperation with government entities, academic institutions, universities and regional bodies for the development of training activities in areas relating to productive and corporate development in the agricultural and industrial sectors, as well as in certain service areas at the regional, national or local level (moderate correlation with expected accomplishments 1 and 2).

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

1. Substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts to examine investment strategies in selected types of enterprises, sub-sectors and countries of the region (high correlation with expected accomplishment 2).

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

2. Recurrent publications

(i) *Foreign Investment in Latin America and the Caribbean 2012*, an annual publication including the updating of statistical information as well as country and specific industry case studies (high correlation with expected accomplishment 1).

(ii) *Foreign Investment in Latin America and the Caribbean 2013* (high correlation with expected accomplishment 1).

3. Non-recurrent publications

(i) A study on the dynamics of transnational corporations and large national firms in the region (high correlation with expected accomplishment 2).

(ii) A study on capabilities and performance of selected economic agents, as well as their linkages with local, national and international markets (moderate correlation with expected accomplishment 2).

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

#### 4. Technical material

(i) Development, maintenance and updating of databases and country observatories on transnational corporations, large domestic firms and SMEs, based on information from censuses, household surveys and other microdata sources for the Latin American and Caribbean countries (high correlation with expected accomplishment 1).

(ii) Maintenance and updating of statistical information on foreign direct investment in Latin America and the Caribbean (moderate correlation with expected accomplishment 1).

#### 5. Advisory services

(i) Provision of technical cooperation services to the countries of the region upon request in areas relating to foreign direct investment (FDI) strategies at national and local levels (high correlation with expected accomplishments 1 and 2).

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

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

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

#### 1. Substantive servicing of meetings

##### Ad-hoc expert group meetings

(i) A meeting of experts to examine the innovation requirements for biotechnology and nanotechnology development in the region. Emphasis will be placed on the technological, organizational, institutional, economic and social considerations (high correlation with expected accomplishments 1 and 2).

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

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

#### 2. Non-recurrent publications

(i) A study on biotechnology and nanotechnology development. Emphasis will be placed on the technological, organizational, institutional, economic and social aspects (high correlation with expected accomplishments 1 and 2).

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



(iii) A study on production and innovation networks at the national and local levels in selected subsectors and countries of the region (moderate correlation with expected accomplishment 1).

(iv) A study on innovation and development (high correlation with expected accomplishment 2).

(v) A study on ICT and development (high correlation with expected accomplishment 2).

(vi) Two studies on innovation and technology strategies in the agro-industrial sector (high correlation with expected accomplishment 2).

(vii) A study on trends in the use of ICT among economic agents and subsectors in countries of the region (moderate correlation with expected accomplishment 1).

(viii) A study on technology development and its capacity to generate knowledge in selected types of economic agents, subsectors and countries of the region (moderate correlation with expected accomplishment 1).

The ECLAC office in Buenos Aires will be responsible for the execution of the activities referred to in subparagraph 2 (vi), which will be partially subject to the availability of extrabudgetary resources, and for providing substantive support to other selected outputs of the subprogramme.

### 3. Technical material

Development and dissemination of information and indicators on ICT (moderate correlation with expected accomplishment 1).

### 4. Advisory services

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

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

The ECLAC office in Buenos Aires will be partially responsible for the execution of the activities referred to in subparagraph 4, which will be partially subject to the availability of extrabudgetary resources.

### 5. Training courses, seminars and workshops

(i) International course School on Latin American economies (two per biennium) (moderate correlation with expected accomplishment 1).

(ii) Cooperation with government entities, academic institutions, universities and regional bodies for the development of training activities in areas relating to innovation for development; and ICT policies (moderate correlation with expected accomplishments 1 and 2).

6. Technical cooperation projects

During the biennium, it is expected that extrabudgetary projects will be undertaken in the following areas: innovation, technological capabilities and quality systems, climate-change technology, ICT (high correlation with expected accomplishments 1 and 2).

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

### **SUBPROGRAMME 3:           MACROECONOMIC POLICIES AND GROWTH**

#### Presentation

During the period 2003-2008, Latin America and the Caribbean benefited from an expansionary phase in which most countries experienced steady economic growth, improved their macroeconomic management, reduced their external vulnerability and reduced poverty levels. Regional per capita gross domestic product increased significantly, while many countries were able to maintain surpluses on both the current and fiscal accounts. Although differences appeared between countries of the region in terms of this growth path, the trend contrasted strongly with the two previous decades of economic volatility and instability.

However, this propitious period ended abruptly during the second half of 2008, when financial turmoil spread rapidly throughout the world. One feature that sets this crisis apart from previous episodes concerns the channels through which it was transmitted to the economies of the Latin American and Caribbean region. Unlike the pattern in other similar episodes, the strongest impacts came not through financial channels but through the real economy. The abrupt cessation of growth in the region towards the end of 2008 was due to the sharp fall in export volumes and prices, remittances and other elements directly related to economic activity, combined with the deterioration in consumer and producer expectations. Thus, what began as a financial crisis in developed countries soon spread to the real variables and undermined the social advances that the region had achieved during the years of prosperity: unemployment increased, informality expanded, poverty augmented, with an overall negative impact on income distribution. Even though there were signals that the worst of the crisis had passed by the second half of 2009, the recovery may be slow, instability may prevail and social indicators are likely to be the last to show any improvement. Over the next few years, the challenge for the Governments of the region will be to return to the growth path they had embarked on before the crisis.

In order to design and implement effective policies to bring back stability, alleviate poverty and improve income distribution in the region, the priority is to take stock of what has happened, i.e., analyse the main causes and overall impacts of the crisis, and the outcome of the anti-crisis policy measures taken. The lessons drawn will help Governments to design economic and social policies for growth, equality and development, reduce vulnerability, overcome its effects and shield the region to the extent possible from future crises, avoiding trade protectionism and protecting the most vulnerable groups in society. In this context, it is important to examine the role of the State and to assess Governments' capacity to implement countercyclical fiscal and monetary policies. The impacts of such policies must also be carefully evaluated.

In view of this complex setting, the regional economic development agenda will need to address a broad array of issues, including the design of macroeconomic policies to: (i) generate growth and good quality employment (thus avoiding a jobless recovery); (ii) redistribute income, deepen and improve access to financial systems; (iii) increase domestic saving in order to reduce the dependence on external saving for financing investment; (iv) reduce the vulnerability to fluctuations on international goods and capital markets; (v) provide incentives for reducing the high dependence on commodities; (vi) further lower the debt burden and improve debt profiles, which, in spite of progress achieved in recent years, continue to be high in a number of countries; (vii) design consistent and sustainable frameworks for financing social policies, and (viii) strengthen linkages between the export sector and the rest of the productive apparatus to enable countries to maximize the domestic value added of their exports. All this must be done in the context of public policy oriented towards democratic institution-building and protection of the environment.

Emphasis will be placed on the implementation of countercyclical monetary and fiscal policies; reduction of external vulnerability; strengthening more inclusive labour-market policies; reinforcement of export linkages with the rest of the productive structure; and enhancement of macroeconomic policy coordination and integration in the region. The subprogramme will support gradual advances in macroeconomic coordination and integration in Latin America and the Caribbean, which must take place within a framework of increasing international economic integration. The work of the Division will be organized around two main thematic areas, namely the overview and sector review of the performance of Latin American and Caribbean economies and the analysis of development strategies and public policies in the region.

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 achieve long-term growth in Latin America and Caribbean countries by enhancing the design and implementation of suitable macroeconomic policies

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Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of policymakers and other stakeholders in Latin America and the Caribbean to analyse and assess macroeconomic issues in line with long-term growth-enhancing policies	(a) (i) Increased percentage of readers reporting that they have benefited from the analysis and policy recommendations on macroeconomic issues and long-term growth-enhancing policies contained in the publications <i>Economic Survey of Latin America and the Caribbean</i> and <i>Preliminary Overview of the Economies of Latin America and the Caribbean</i> and other selected publications  (ii) Increased percentage of participants in networks organized by the subprogramme who consider the work of the forums and their policy recommendations on macroeconomic issues and long-term growth-enhancing policies to be “useful” or “very useful”
(b) Increased capacity of policymakers of Latin America and the Caribbean to formulate and implement macroeconomic policies aimed at reducing economic and social vulnerability	(b) (i) Increased number of government authorities that take policy actions in line with ECLAC recommendations in the area of macroeconomic policy participation  (ii) Increased number of institutions that consider the analysis and policy options disseminated by ECLAC through technical cooperation missions when formulating macroeconomic policies and measures

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## Strategy

Substantive responsibility for the execution of the subprogramme rests with the Economic Development Division, which will work in close collaboration with the ECLAC subregional headquarters in Mexico City and Port-of-Spain and the national offices in Buenos Aires, Brasilia, Bogota, Montevideo and Washington, D.C., as well as other substantive divisions of ECLAC, foremost of which are the Statistics Division, the Social Development Division, and the Latin American and Caribbean Institute for Economic and Social Planning.

In order to work towards its goal, the subprogramme will conduct applied research on the macroeconomic performance of Latin American and Caribbean countries; provide timely and accurate information, analyses and policy options/recommendations through its recurrent and specialized publications. The subprogramme will also support the setting up and operations of networks for sharing experiences and good practices and provide technical cooperation activities and advisory services as requested.

To ensure accuracy of information, relevance of its publications and contribution to policy dialogues, the Division will collaborate closely with its national counterparts, namely ministries of Finance, central banks and other stakeholders concerned with macroeconomic policies, which will also be the main direct beneficiaries of the subprogramme's work. Other beneficiaries will include academia, the private sector and civil society. Collaboration with other regional and subregional institutions as well as other institutions of the United Nations, such as the Department of Economic and Social Affairs and the International Labour Organization (ILO), will be pursued.

The collaboration with bilateral and multilateral cooperation partners will be enhanced in order to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries. Emphasis will be placed on the following areas: macroeconomic and labour-market policies, among others.

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

## External factors

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

(a) The international economy stabilizes and the economies of the region are able to adopt sound macroeconomic policies that place them in a better position for coping with external shocks or disruptions.

(b) The international community supports, and accords priority to, the concerns and concrete needs of ECLAC member States with respect to their macroeconomic policies and long-term growth strategies in the context of the regional and international development agenda. To this end, the guidelines adopted by the General Assembly and the Economic and Social Council and internationally agreed development goals—including those deriving from the Millennium Declaration and from instruments adopted at the main world summits and conferences in the economic and social spheres will be fully supported by the international community.

## List of activities

Subject area 3.1: Overview and sectoral review of the performance of the Latin American and Caribbean economies

### 1. Recurrent publications

(i) *Economic Survey of Latin America and the Caribbean, 2011-2012*

(ii) *Economic Survey of Latin America and the Caribbean, 2012-2013*

The *Economic Survey* is prepared annually and published towards the end of the first semester. It consists of three parts. Part one summarizes recent trends in Latin America and the Caribbean, analysing changes and trends that have occurred in the region as well as economic policy. Part two presents a set of studies on an economic development issue of major relevance to the region. Part three contains reports on individual countries of the region and for each a systematic analysis of its economic performance is presented. A Statistical Appendix provides statistical tables with information on key economic indicators (high correlation with expected accomplishment 1).

(iii) *Preliminary Overview of the Economies of Latin America and the Caribbean, 2012*

(iv) *Preliminary Overview of the Economies of Latin America and the Caribbean, 2013*

The *Preliminary Overview* contains a description and assessment of the region's annual economic performance and is published at the end of each year. It presents the latest detailed information on the comparative results of the macroeconomic variables of the region as a whole and of the individual countries. Additionally, this publication presents economic growth forecasts for the next year (high correlation with expected accomplishment 1).

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

### 2. Other substantive activities

#### Technical material

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

(ii) Development and maintenance of an observatory of public policies implemented in Latin America and the Caribbean by monitoring and evaluating public policy implementation in the region (high correlation with expected accomplishment 1 and 2).

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

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

The ECLAC offices in Buenos Aires and Brasilia will be responsible for the delivery of outputs referred to in 2 (iii) and (iv), respectively. The delivery of these outputs is subject to the availability of extrabudgetary resources.

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

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

1. Substantive servicing of meetings

Ad-hoc expert group meetings

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

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

2. Non-recurrent publications

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

(ii) A study on a high priority issue relating to economic growth and the labour market (high correlation with expected accomplishment 2).

(iii) A study on a high priority aspect of fiscal policy in the region (high correlation with expected accomplishment 2).

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

(v) A study on growth-enhancing policies in Latin America and the Caribbean (high correlation with expected accomplishment 1).

(vi) A study on the impact of public policy on income distribution in Latin America and the Caribbean (high correlation with expected accomplishment 2).

(vii) An econometric study on growth policies (potential GDP) in Latin America and the Caribbean (high correlation with expected accomplishment 1).

(viii) A study on issues relating to investment and growth in the Argentine economy (high correlation with expected accomplishment 1).

(ix) A study on the position and prospects for Brazil's economic integration with other South American economies in the framework of the different existing integration schemes (moderate correlation with expected accomplishment 1 and high correlation with expected accomplishment 2).

(x) A study on synergies between public and private investment in the Brazilian economy in a long-term growth-enhancing framework (high correlation with expected accomplishments 1 and 2).

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

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

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

### 3. Advisory services

Provision of technical cooperation services to countries of the region, at their request, in areas relating to the design and implementation of growth-oriented macroeconomic policies including macroeconomic policy coordination, the design and implementation of fiscal policies and structural reforms among other issues (high correlation with expected accomplishment 1).

### 4. Training courses, seminars and workshops

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

### 5. Technical cooperation projects

During the biennium, it is expected that projects will be under way on issues related to counter-cyclical fiscal policies and labour-market policies (high correlation with expected accomplishment 2).

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



## **SUBPROGRAMME 4: FINANCING FOR DEVELOPMENT**

### Presentation

The capacity of the countries of Latin America and the Caribbean to finance economic and social development has, in the past, been constrained by the problem of generating and mobilizing resources. At the domestic level, this has shown up in traditionally low national saving rates, national financial systems that lack solidity and largely underdeveloped capital markets. Internationally, the volatility and procyclical nature of private financial flows have determined the greater access to these flows observed since the 1980s. Lastly, the financial flows deriving from the international cooperation system through official development assistance (ODA) have not increased at the same pace as private flows.

The economic and financial impacts of the global crisis that broke out in 2008 pose major new challenges to the way in which the region has financed its economic and social development in the past two decades. These challenges are far from homogeneous and will be determined by the individual specificities of the countries of the region. The international scenario will be characterized by a new normality consisting in lower trend growth (plateau) in the developed countries, more sluggish trade flows and slower growth on the international financial market and in financial flows. This will make it difficult for countries in the region to access sources of private external savings. These difficulties will be increased by the changes in official development assistance insofar as the region, which is now made up largely of middle-income countries, has seen a decrease in its share of ODA as well as its share of loans from the World Bank.

In the post-crisis world, the traditional problems of volatility and procyclical behaviour of private financial flows will be compounded by new restrictions to access, which will imply growing challenges for development financing. In order to confront them, the region will need to strengthen its role in the new international financial architecture and in the system of international cooperation. With respect to the former, the issues of governance of the financial system, in particular the regulatory changes and their potential impact on the region, as well as the reforms for governance of global financial institutions will assume great significance. With respect to the latter, a central issue for the region refers to modalities whereby middle-income countries can participate and become integrated in the cooperation system.

On the domestic front, one of the main lessons to be drawn from the 2008-2009 financial crisis is that national development banks need to develop or strengthen their countercyclical role. Clearly, efforts must also be stepped up in order to advance towards inclusive financial systems that promote financing for micro-, small and medium-sized enterprises. In addition to these two elements, financing for social protection, a central element in any rights-based social-policy strategy, must be increased; at the same time, an investment process must be initiated that brings the energy matrix and the production logic of the countries in the region in line with the new challenges of climate change. All of these factors imply future challenges to policies and instruments for financing for development.

The concern for improving the capacity of countries to finance their economic and social development strategies has always been present in the work agenda of the countries of the region as demonstrated by the region's participation in the International Conference on Financing for Development, held in Monterrey, Mexico, in 2002. However, the financial crisis which came to a head in 2009 has raised new challenges in the field of financing for development. The strong commitment of countries to tackle these challenges has translated into requests by the Permanent Mechanism for Consultation and Policy Co-ordination (Rio Group) for technical support from ECLAC in preparing at the regional level for the Follow-up International Conference on Financing for Development to Review the Implementation of

the Monterrey Consensus (Doha, November 2008), which started with the coordination of the Latin American and Caribbean Regional Consultation on Financing for Development, held during the thirty-second session of ECLAC. At the twenty-seventh meeting of the Rio Group, held in Zacatecas, Mexico, in November 2008, countries of the region were urged to participate proactively in the effort to change the international financial architecture. Indeed, member countries of the Rio Group requested that ECLAC continue to provide its expertise and experience in the area of financing for development.<sup>1</sup> The member countries of the Andean Community (CAN) have also requested the Commission's cooperation in preparing a strategy for development as set out in the 2009 Declaration of the eleventh Regular Meeting of the Council of Treasury or Finance Ministers, Central Banks and Heads of Economic Planning of the Andean Community, held in Lima, in February 2009.

In order to respond to fresh requests, ECLAC needs to systematize and strengthen its work in these areas. In addition to having the technical specialization and experience for addressing cross-cutting issues such as financing for development from the specific perspective of Latin America and the Caribbean, ECLAC serves as a unique, impartial multinational forum where countries and regional groupings can hold debates and discussions on these issues at the regional level. This will strengthen the sense of belonging and legitimacy in the positions and agreements reached. These efforts complement global initiatives for financing for development such as those undertaken by the United Nations Department of Economic and Social Affairs.

In order to respond to the more daunting challenges that Latin America and the Caribbean will be facing in the post-crisis world, particularly with respect to financing for development, ECLAC has proposed creating a new subprogramme dedicated exclusively to the study of financing for development in its different economic, social and environmental modalities, which, given the cross-cutting nature of the issue, will intersect closely with all the substantive sectoral and functional areas of the ECLAC system.

The subprogramme will therefore focus on the following thematic areas: (i) enhancing domestic financial architecture including microfinance, the financing of small and medium enterprises, and social protection financial schemes; (ii) integration and cooperation issues at the regional level, and (iii) the global financial system and the international financial architecture comprising issues relating to multilateral financial institutions.

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

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<sup>1</sup> Secretariat of Foreign Affairs of Mexico, "Report of the Pro Tempore Secretariat, Rio Group 2008-2010" [online] <http://portal2.sre.gob.mx/gruporio/images/STORIES/pdf/SPTMex2009ing.pdf>.

Logical framework of the subprogramme:

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

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Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of policymakers of Latin America and the Caribbean to develop counter-cyclical domestic financial instruments and early warning systems to prevent and mitigate the effects of financial crises	(a) (i) Increased number of countries taking policy actions relating to counter-cyclical financial instruments and early-warning systems in line with ECLAC recommendations  (ii) Increased number of users of databases and selected publications of the subprogramme who acknowledge having benefited from ECLAC analysis and policy recommendations on relevant issues on financing for development
(b) Improved capacity of Latin American and Caribbean policymakers to mobilize foreign resources, generate and allocate domestic resources for financing for development in the productive, social and environmental areas	(b) (i) Increased number of countries taking steps to enhance the mobilization of foreign resources and the generation and allocation of domestic resources in line with ECLAC recommendations
(c) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to contribute to the debate on reshaping the global and regional financial architecture	(c) (i) Increased number of countries and regional institutions making contributions and proposals in global, regional and national debate forums to improve financial architecture at global and regional levels in line with ECLAC recommendations

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### Strategy

Substantive responsibility for the execution of the subprogramme will rest a new division, the financing for development division, which ECLAC proposes to create by redeploying existing resources. The division will collaborate closely with the Economic Development Division and the Social Development Division of ECLAC, other substantive ECLAC divisions, subregional headquarters and national offices.

The division will provide research and accurate analyses on policy options and recommendations for action in the area of financing for development. It will disseminate results through its recurrent and specialized publications and databases, organize meetings and seminars, support the setting up and operations of networks for sharing of experiences and good practices, and provide technical cooperation activities and advisory services as requested.

The main beneficiaries of the subprogramme's activities will include central banks, ministries of finance, regional and subregional development banks, Private financial intermediaries, health and pension fund authorities, government institutions dealing with regional integration and academic institutions. The subprogramme will work in close collaboration with institutions such the World Bank, IMF, OECD, Bank for International Settlements (BIS) and with other United Nations bodies, in particular the Department for Economic and Social Affairs and UNCTAD. Regional partner institutions will include the Andean Development Bank (referred to by its Spanish acronym, CAF), Central American Bank for Economic Integration (BCIE to use its Spanish acronym), IADB, Caribbean Development Bank (CDB), Bank of the South, Latin American Regional Reserve Fund (FLAR to use its Spanish acronym).

Collaboration with bilateral and multilateral cooperation partners will be enhanced in order to provide additional resources to the subprogramme to strengthen the implementation of its work plan and maximize its impact in beneficiary countries.

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

#### External factors

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

(a) The international community supports, and accords priority to, the concerns and concrete needs of ECLAC member States with respect to the internal and external mobilization of financial resources.

#### List of activities

##### 1. Substantive servicing of meetings

###### Ad-hoc expert group meetings

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

(ii) Two meetings of experts on a selected issue relating to domestic, regional and global financial architecture (high correlation with expected accomplishment 3).

##### 2. Recurrent publications

(i) *Report on Financing for Development to Latin America and the Caribbean 2011-2012* (high correlation with expected accomplishments 2 and 3).

(ii) *Report on Financing for Development to Latin America and the Caribbean 2012-2013* (high correlation with expected accomplishments 2 and 3).

The *Report on Financing for Development* will be prepared and published on an annual basis and will consist of two parts. Part 1 will provide an analysis of a financing for development topic of current relevance and importance for the region. Part 2 will deal with a statistical presentation showing the pattern of financial flows to the region.

(iii) *Overview of Financial Development in Latin America and the Caribbean 2011* (high correlation with expected accomplishments 1, 2 and 3).

(iv) *Overview of Financial Development in Latin America and the Caribbean 2012* (high correlation with expected accomplishments 1, 2 and 3).

The *Overview* will be prepared and published on an annual basis. It will present a description and analysis of the main events and issues pertaining to financial development in Latin America and the Caribbean.

### 3. Non-recurrent publications

(i) Two studies on a high priority issue relating to the financing of social protection in Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

(ii) Two studies on high priority issues relating to financing of productive sectors and sustainable development (high correlation with expected accomplishment 2).

(iii) Two studies on a high priority aspect of development banking (high correlation with expected accomplishments 1 and 2).

(iv) Two studies on a high priority aspect of global and regional financial integration in Latin America and the Caribbean (high correlation with expected accomplishments 2 and 3).

### 4. Other substantive activities

#### Technical material

Development and regular updating of a database on financial variables and indicators in Latin America and the Caribbean in particular those containing the information needed for the preparation of the aforementioned recurrent publications (high correlation with expected accomplishments 1, 2 and 3).

### 5. Advisory services

(i) Provision of technical cooperation services to countries and institutions of the region, at their request, in areas relating to the design and implementation of financing-for-development schemes and policies geared towards social protection (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation services to countries and institutions of the region, at their request, in areas relating to the design and implementation of financing-for-development schemes and policies geared towards financial and productive development (high correlation with expected accomplishments 1 and 2).

### 6. Technical cooperation projects

During the biennium, it is expected that projects will be undertaken on issues pertaining to financing for development (high correlation with expected accomplishments 1, 2 and 3).

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

## **SUBPROGRAMME 5: SOCIAL DEVELOPMENT AND EQUALITY**

### Presentation

The countries of Latin America and the Caribbean still display high levels of poverty and inequality and need to tackle both of these backlogs. The food crisis that surfaced in 2007-2008, together with the impact of the financial crisis which broke out in 2008-2009 on employment, well-being and the assets of the vulnerable population, confirms the need to step up efforts in social policy, in particular, in the use of social spending as a crucial instrument for combating poverty, given the redistributive impact of public transfers and the key role of social protection. With respect to the future, the new post-crisis economic normality that is expected to emerge and uncertainty as to the range of impacts that may still be felt as a result of the most recent crisis make these priorities even more pressing. Indeed, one immediate concern is the need to combine short-term policies for addressing the crisis with more structural elements in the shape of social protection networks.

At the domestic level, given the fragmentation and segmentation of markets and health systems, and the uneven educational achievements depending on the income level of the household, efforts must be made to reducing gaps in access to health care (coverage and quality of service), and in particular to reduce the gaps in educational achievements of the new generations depending on their socio-economic background. Another important aspect of the social agenda is the need to move from targeted transfers towards minimum income policies and to expand social protection associated with employment so as to have established forms of unemployment insurance and to generate solidarity-based pillars in the form of pensions and retirement benefits with State-provided, non-contributory financing. In this framework, it is important to recognize not only the shortcomings but also the structural changes that the region will have to address, such as population ageing, changes in the family and the weaker employment situation.

Labour informality, the difficulty in reconciling paid and unpaid work, together with social and gender inequality, underscore the need to establish, as part of social protection, early childhood care systems which can help to break the intergenerational transmission of poverty. These systems must also alleviate demands coming from older persons, who account for a growing proportion of the population. This implies strengthening pre-school education provided by the State, health care and care in general and increasing coverage and funding, with special concern for the quality of services.

Constructing a new fiscal covenant is the central element for the social agenda in the region. Such a covenant should seek to maximize the amount, and optimize the use, of available public resources for implementing broad policies that place emphasis on the work of working-age family members, settle the conflict between targeting social spending on the poorest sectors and the availability of budgetary resources for distributive ends, in order to benefit both the middle class and workers, bearing in mind the shifting lines of well-being due to the high proportion of the population at risk of falling into poverty; and address social protection from new perspectives in an integral solidarity framework that combines contributory and non-contributory mechanisms. As already indicated, this implies upholding social rights as the normative objective and reconciling it with the budgetary constraints and structural inequalities. Only from this perspective could we address comprehensively the risks and social gaps, advance towards models more in keeping with the frequently differed state of well-being in the region, and obtain optimum results consistent with the Millennium Development Goals.

In this respect, the region should establish a consensus on: (i) the size of the State and its capacity to implement social protection transfers in a sustainable way and with a clear redistributive impact; (ii) the linkage between labour institutions and social protection systems that maintain labour incentives and job

creation at a high level and at the same time reduce social vulnerability; (iii) fostering participation in the management and solution of social problems in order to promote with it a greater sense of ownership; (iv) placing special emphasis on attending to the needs of the poorest and most vulnerable segments of the population, but without casting off the middle class from the sphere of social public policy, with a view to achieving greater social cohesion and ensuring a comprehensive relationship between the welfare State and society, and (v) regulating the complex interactions between the State, the market, the community and families insofar as these are the main institutions that participate in social protection networks.

Against this backdrop, the subprogramme will place emphasis on the following thematic issues: (a) the implementation of social protection systems, based on financially sustainable mechanisms and integral solidarity frameworks; (b) the efficient use of public resources to implement broad-based policies with emphasis on the employability of family members of working age; (c) social institution-building to guide public and private efforts to cut off the intra- and intergenerational transmission of poverty; (d) the promotion of new social approaches and development of comprehensive programmes to support progress for all societal groups, including the poor and middle-income strata, and (e) the regulation of interactions between the main institutions involved in social protection networks for achieving a social covenant, namely the State, the market and the family.

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

Logical framework of the subprogramme:

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**Objective of the Organization:** To accelerate poverty reduction and promote social equality and cohesion in the region

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Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean Governments to formulate policies and programmes that address the structural and emerging social risks affecting various socio-economic groups, with attention mainly to the poor, women, youth and children	(a) (i) Increased number of countries adopting social protection programmes and policies with a rights-based approach and due consideration to achieving the Millennium Development Goals in line with ECLAC inputs and recommendations  (ii) Increased percentage of readers that acknowledge having benefited from the analysis and recommendations on social policies and programmes contained in the publication <i>Social Panorama of Latin America</i> and other selected publications
(b) Strengthened technical capacities of social policy institutions to improve the social impact of public action and to enhance dialogue with other government entities and stakeholders regarding poverty and inequality reduction	(b) (i) Increased number of social policy institutions adopting programmes in line with ECLAC recommendations regarding institutional innovation in the social sector and new forms of coordinating social policy-makers and communities, private sector entities and /or families  (ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services and thematic networks designed to enhance dialogue and strengthen their capacities to improve the social impact of public action

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## Strategy

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

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

The subprogramme will also serve as a forum and as a catalyst for policy dialogue in relation to the regional agenda for poverty eradication and reduction of inequalities and continue to follow up on the outcomes of the major international conferences and summits convened by the United Nations as well as those of the Rio Group, the Ibero-American Summit, and the European Union-Latin America and the Caribbean political dialogue, whose agendas focus primarily on social issues. Lastly, the subprogramme will continue to consult, and work in close collaboration with, the specialized agencies, funds and programmes of the United Nations system and with other stakeholders at the regional and international levels concerned with social issues.

The collaboration with bilateral and multilateral cooperation partners will be further developed in order to mobilize additional resources aimed at enhancing the implementation of the work programme and its impact on social protection, social spending, child poverty, social policies (for education and health) and diffusion of information and communications technologies (ICT) in social sectors, namely education, health, and social participation.

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

## External factors

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

(a) The international community supports and gives priority to the concerns and concrete needs of the ECLAC member States with respect to social development and equality. The mandates of the General Assembly and the Economic and Social Council and internationally agreed development goals, including



those contained in the Millennium Declaration in deriving from instruments adopted at the main world international conference and summits in the social sphere will continue to be fully supported by the international community.

(b) The regional development agenda in the social sphere continues to recognize the importance of population, labour-market and public-finance trends for the proper management of the economic and social interactions needed to complement policies and programmes in these spheres and follow a comprehensive approach to poverty alleviation and reduction of inequality.

(c) The regional and international community promotes coordination between the different organizations and entities interested in linking issues in the social sphere with those in the economic area—particularly trade, integration and international finance—in order to shape new development opportunities in the context of globalization.

### List of activities

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

##### 1.      Substantive servicing of meetings

###### Ad-hoc expert group meetings

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

(ii) A meeting of experts to examine the advances and challenges of governance, social cohesion and a sense of belonging (high correlation with expected accomplishment 1).

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

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

##### 2.      Recurrent publications

(i) *Social Panorama of Latin America, 2012* (high correlation with expected accomplishments 1 and 2).

(ii) *Social Panorama of Latin America, 2013* (high correlation with expected accomplishments 1 and 2).

##### 3.      Non-recurrent publications

(i) A study on the relationships between labour-market integration, poverty and social equality (high correlation with expected accomplishment 1).

(ii) A study on ongoing reforms in institutional design that aim at a better integration of social policy (high correlation with expected accomplishment 2).

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

(iv) A study on good practices and lessons learned from social innovation initiatives for poverty alleviation and income generation, and their incorporation into public policy (high correlation with expected accomplishments 1 and 2).

(v) A study on the innovative and integral measurement of child poverty and policies for reducing it, with a view to the fulfilment of Goal 1 of the Millennium Development Goals “Eradicate extreme poverty and hunger” (high correlation with expected accomplishment 1).

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

#### 4. Other substantive activities

##### Technical material

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

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

#### 5. Advisory services

Provision of technical cooperation services to countries and institutions of the region, at their request, in areas relating to social protection and the care economy.

#### 6. Training courses, seminars and workshops

Cooperation with government, academia and non governmental, regional and subregional institutions in support of training activities in disseminating policy designs to respond to changes in social risks (high correlation with expected accomplishments 1 and 2).

#### 7. Technical cooperation projects

During the biennium, it is expected that projects will be undertaken in the areas of social cohesion and social protection, with emphasis on basic incomes and the social rights approach; monitoring the achievement of the Millennium Development Goals in specific spheres such as reduction of extreme poverty and malnutrition, and improving levels of educational achievement.

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

Subject area 5.2: Social policies for equality and social protection

1. Substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts to examine the integral solidarity mechanisms and changes in financial architecture that improve coverage and equality within social protection systems (high correlation with expected accomplishment 2).

(ii) A meeting of experts for the systematization of specific reforms on social sectors including education, health and pensions, with an equality perspective (high correlation with expected accomplishment 2).

(iii) A meeting of experts to consider the necessary policy adjustments posed by recent changes in social risks and vulnerability, affecting specific groups, and the consequent design of social institutions (high correlation with expected accomplishment 1).

(iv) A meeting of experts on proposed reforms to allow better coordination of agents among State social institutions (high correlation with expected accomplishment 2).

2. Non-recurrent publications

(i) A study on policies targeting the family considering current changes in the size and structure of this institution, and their impact on vulnerability and capabilities (high correlation with expected accomplishments 1 and 2).

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

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

(iv) A study on a high priority social development issue in Colombia (high correlation with expected accomplishment 1 and 2).

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

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

3. Advisory services

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

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

4. Training courses, seminars and workshops

Cooperation with government, academic, non governmental, regional and subregional institutions in training activities on policy formulation for poverty alleviation, income redistribution and social inclusion, in response to changes in social risks and on the care economy (high correlation with expected accomplishments 1 and 2).

5. Technical cooperation projects

During the biennium, projects will be undertaken in the following areas: adapting social protection systems to the continuous changes in social risk patterns; social spending; social cohesion; optimizing the use of ICT for social sectors such as e-health and e-education; and improving income distribution through public social expenditure and public transfers (high correlation with expected accomplishments 1 and 2).

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

## **SUBPROGRAMME 6: MAINSTREAMING THE GENDER PERSPECTIVE IN REGIONAL DEVELOPMENT**

### Presentation

The momentum for gender equality spearheaded by the United Nations world conferences of the last two decades has generated a historical shift in the evolution of the rights of women and their role in development. In Latin America and the Caribbean, while some progress can be observed, much remains to be done to reduce gender equality gaps. Despite advances in access to educational opportunities, high levels of inequality and poverty among women remain a persistent feature in the region. Women are still underrepresented in the decision-making arena and they account for a significant proportion of the poor.

The impact of the global financial and economic crisis is likely to impede further progress towards gender equality. Many challenges are still ahead and efforts need to be enhanced to meet the particular needs of women, who often shoulder the double burden of participating in the labour force and bearing almost exclusive responsibility for care and reproductive tasks within the household. In light of these conditions, there is an increased awareness of the need to improve policies that are aimed at implementing structural changes in the sexual division of labour, to reinforce women's economic autonomy and overcome gender inequality. Furthermore, there is growing evidence that women's contributions to the economy and social protection through the unpaid work they perform are crucial both for the socio-economic development of countries and the development of gender equality policies. National strategies for gender equality must incorporate public policies for reconciling work and family life and for recognizing the economic value of unpaid work.

The Quito Consensus, adopted at the tenth session of the Regional Conference on Women in Latin America and the Caribbean in 2007, emerged as one of the most important regional agreements reached after the Beijing Platform for Action of 1995. Within the consensus framework, member States agreed "to adopt all necessary affirmative action measures and mechanisms, including the necessary legislative reforms and budgetary allocations, to ensure the full participation of women in public office and in political representative positions with a view to achieving parity in the institutional structure of the State and at the national and local levels as an objective for Latin American and Caribbean democracies". In this connection, member States agreed to develop instruments, especially time-use surveys, for periodically measuring unpaid work performed by women and men to make it visible and its value fully quantified and recognized with a view to incorporating the results into the System of National Accounts and designing appropriate economic and social policies.

Consequently, a greater number of countries in the region have conducted time-use surveys as a valuable tool for implementing the regional agenda on gender equality. This tool has generated knowledge on the valuation of care activities and policies for reconciling family and work needs and thus has also strengthened national machineries for the advancement of women as well as national statistical institutions. Recognizing the role of the care economy in development policies designed to combat gender discrimination and enhance women's access to the labour market will be a key issue at the thirty-third session of ECLAC (Brazil, 2010).

Fifteen years after the adoption of the Beijing Platform for Action, the goal of reaching gender equality is still unmet and a critical review of gender mainstreaming practices is required in order to redesign policy tools for achieving gender equality. Within the framework of the Millennium Development Goals, the main area of work of the subprogramme in the biennium 2012-2013 will be to monitor progress towards fulfilment of Goal 3 (to promote gender equality and empower women). Promoting gender parity remains essential as well as recognizing the value of unpaid work and its contribution to the well-being of families and to the economic development of countries.

An important component in meeting the Millennium Development Goals is the eradication of violence against women, a factor which tends to reinforce gender inequalities and discrimination. Gender violence transgresses social boundaries and affects women regardless of age, race, class, or educational and social levels. It is further exacerbated by conditions of poverty and lack of economic autonomy.

In executing this subprogramme, the Division for Gender Affairs will continue to play an active role as an inter-agency leader in Latin America and the Caribbean in mainstreaming the gender agenda. The primary focus of the subprogramme will be on supporting the efforts of Governments of Latin America and the Caribbean to meet their commitments to implement gender equality policies in line with the Convention on the Elimination of All Forms of Discrimination against Women (1979), together with internationally agreed development goals, including the Millennium Development Goals (2000) and the Platform for Action adopted at the Fourth World Conference on Women (1995). Against this backdrop, emphasis will be placed on the following areas: (a) capacity-building of national mechanisms for the advancement of women; (b) training other stakeholders, such as professional staff from sectoral ministries to develop planning tools for gender mainstreaming; (c) supporting country efforts to implement time-use surveys to enhance policy-making relating to the care economy; (d) supporting country efforts to implement the Secretary-General's Campaign UNite to End Violence against Women; (e) incorporation of information and communication technologies (ICT) to enhance the economic empowerment of women, and (f) production of gender indicators.

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 performance indicators described below.

Logical framework of the subprogramme:

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**Objective of the Organization:** To achieve mainstreaming of the gender equality agenda into sustainable development strategies of the Latin American and Caribbean countries

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Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in implementing gender equality policies in the countries of the region as a follow up to all internationally agreed development goals in the economic and social fields, including those set forth in the Millennium Declaration, the 2005 World Summit Outcome, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the 15-year review of the implementation of the Beijing Declaration and Platform for Action in the ECLAC Region (Beijing +15 Review), and the Secretary-General's UNiTE to End Violence against Women campaign	(a) (i) Increased number of countries that have incorporated additional indicators proposed by ECLAC into their databases and official documents to follow up on the Millennium Development Goals, the Convention on the Elimination of All Forms of Discrimination against Women, the 15-year review of the implementation of the Beijing Declaration and Platform for Action (Beijing+15) and the commitments of the Regional Conference on Women in Latin America and the Caribbean  (ii) Increased number of gender mainstreaming policies that utilize or have resulted from the use of the indicators developed by ECLAC to follow up on the Goal 3, particularly on the promotion of women's economic independence and the monitoring of gender violence
(b) Progress achieved by countries of the region in the implementation of the agreements of the eleventh session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to women's participation in decision-making, recognition of women's unpaid work and the eradication of poverty and gender violence	(b) (i) Increased number of countries receiving technical cooperation from ECLAC that take action to implement the agreements reached at the eleventh session of the Regional Conference on Women in Latin America and the Caribbean and to follow up on internationally agreed commitments  (ii) Increased number of programmes or public policies adopted by the countries of the region in response to the agreements of the eleventh session of the Regional Conference on Women in Latin America and the Caribbean

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### Strategy

The Division for Gender Affairs will be responsible for the implementation of the subprogramme. In light of the interdisciplinary nature of mainstreaming the gender perspective in regional development, the subprogramme will work in close collaboration with all other ECLAC divisions, subregional headquarters and national offices. The objectives will be pursued within the framework of the internationally agreed instruments and mandates.

The subprogramme will support the activities of member States of the Regional Conference on Women in Latin America and the Caribbean and of the Presiding Officers of the Conference in their efforts to generate new knowledge on gender indicators and statistics, and contribute to strengthening the national capacity of countries to develop and collect gender statistics to inform decision-making in poverty alleviation and development strategies. It will also support Governments in building knowledge-based gender policies by implementing activities that favour ownership of the gender agenda by all stakeholders involved, including national machineries for the advancement of women, State mechanisms

and civil society, through applied research, capacity-building especially in the field of statistics, policy formulation and implementation, and by a collaborative strategy for mainstreaming the gender perspective in policies at the national level.

The focus of the subprogramme will be to develop new knowledge and networks that shed light on the nature of the problems that have arisen in the sphere of gender policies in the region; to incorporate this knowledge into the capacity-building strategy of countries and, above all, into the gender mainstreaming strategy of national mechanisms for the advancement of women. Knowledge, research findings and indicators will be used to construct public policies on gender parity, the care economy and the eradication of poverty and violence against women.

In line with General Assembly resolution 63/311 on System-wide coherence for the establishment of a new gender entity for women's rights and gender equality, the Division will strive to build networks and enhance collaboration with other United Nations entities and stakeholders in gender mainstreaming. This will be pursued in conjunction with efforts to strengthen the role of regional commissions. The subprogramme will continue to pursue and enhance collaborative efforts with bilateral and multilateral cooperation partners in order to mobilize additional resources that will strengthen the subprogramme's capacity to implement its programme of work and maximize its impact in beneficiary countries.

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

#### External factors

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

(a) The social development agenda in the region continues to attract wide support from key stakeholders, particularly with regard to the Millennium Development Goals within a context of political stability and democratic governance.

(b) The international community continues to support and give priority to gender mainstreaming in the public policies of the member States of ECLAC, as an essential component of regional and international development. To that end, General Assembly and Economic and Social Council guidelines and internationally agreed development goals will continue to be advocated and acted upon by the international and regional community.

#### List of activities

##### 1. Substantive servicing of meetings

###### Intergovernmental meetings

(i) Twelfth session of the Regional Conference on Women in Latin America and the Caribbean, including the preparation of reports on the activities of the ECLAC secretariat and substantive documentation to be presented at the Conference (second half of 2013) (high correlation with expected accomplishments 1 and 2).



(ii) One subregional preparatory meeting in the Caribbean for the twelfth session of the Regional Conference on Women in Latin America and the Caribbean (first half of 2013) (high correlation with expected accomplishments 1 and 2).

(iii) Four meetings of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean, including the preparation of reports on the activities of the ECLAC secretariat and substantive documentation (first and second semester of 2012 and first and second semester of 2013) (high correlation with expected accomplishments 1 and 2).

(iv) Two inter-agency meetings with United Nations programmes, funds and specialized agencies, including the preparation of substantive support documents and the relevant reports (one in 2012 and one in 2013) (high correlation with expected accomplishments 1 and 2).

#### Ad-hoc expert group meetings

Four meetings of experts to consider priority issues emerging from the eleventh session of the Regional Conference on Women in Latin America and the Caribbean. The following topics will be considered: (i) evaluation of best practices and challenges in the implementation of gender policies based on reports of the Gender Equality Observatory for Latin America and the Caribbean; (ii) promotion of an economic agenda for gender equality; (iii) identification of emerging issues, (iv) the status of gender parity in the region (high correlation with expected accomplishments 1 and 2).

#### 2. Recurrent publications

Eight issues of the *Mujer y desarrollo* series during the biennium, which will focus on such topics as: (i) gender poverty and monitoring progress towards Goals 1 and 3 of the Millennium Development Goals; (ii) progress in the implementation of the Secretary General's Campaign UNite to End Violence against Women; (iii) gender parity in the labour market; (iv) social protection and equality in family relationships and responsibilities; (v) policies to share responsibilities in the household and labour market; (vi) sexual and reproductive rights as an essential condition for gender parity; (vii) progress in the achievement of gender mainstreaming in the State structure, (viii) value of women's unpaid work (high correlation with expected accomplishments 1 and 2).

#### 3. Non-recurrent publications

(i) A study on progress made with regard to the status of women in the region in the context of the Brasilia Consensus, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and Goal 3 of the Millennium Development Goals, for presentation at the twelfth session of the Regional Conference on Women in Latin America and the Caribbean (second half of 2013) (high correlation with expected accomplishments 1 and 2).

(ii) Five studies on issues relating to the incorporation of gender perspectives in the development of countries in the region, in accordance with the subject areas addressed at the thirty-third session of ECLAC (moderate correlation with expected accomplishments 1 and 2).

(iii) A study on gender-related statistics and indicators (moderate correlation with expected accomplishments 1 and 2).

#### 4. Other substantive activities

##### Technical material

(i) Updating of the ECLAC website on gender statistics with data from the 2010 household surveys and other sources (high correlation with expected accomplishment 1).

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

##### Information materials and services

Two electronic conferences at the ministerial level for the revision and preparation of the content of the Gender Equality Observatory for Latin America and the Caribbean with emphasis on progress made on time use surveys (high correlation with expected accomplishment 2).

#### 5. Advisory services

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

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

#### 6. Training courses, seminars and workshops

Provision of support, upon request, to training activities organized by government agencies, non-governmental organizations, universities and academic centres in the areas of: (i) methodologies relating to the formulation and measurement of gender-related indicators, and (ii) gender mainstreaming in development (moderate correlation with expected accomplishment 1 and high correlation with expected accomplishment 2).

#### 7. Technical cooperation projects

During the biennium, it is expected that projects will be undertaken in the area of unpaid labour and the social protection of women; and improving quantification of women's unpaid work in support of poverty eradication policies (high correlation with expected accomplishment 1 and 2)..

#### 8. Intermediate activities

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

(ii) Monitoring ECLAC programmes, projects and activities in order to identify opportunities for incorporating the gender perspective into the substantive work of the organizational units of the Commission (high correlation with expected accomplishments 1 and 2).

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

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

## **SUBPROGRAMME 7: POPULATION AND DEVELOPMENT**

### Presentation

Demographic change continues at a rapid pace across the Latin American and Caribbean region. Reductions in fertility and mortality are slowing growth of the population and quickly altering its age composition, generating new economic and social challenges. Although the pace of these changes varies from one country (and one province) to another, the growth of the economically active population is now resulting in declining child and old-age dependency ratios, creating particularly favourable conditions for development (the demographic dividend), provided the proper policies and programmes are in place. As the demographic transition progresses, however, the population aged 60 and older will represent an increasing share of the region's total population. These changes in age composition are accompanied by shifts in the burden of disease and represent new demands on service provision in the areas of education, employment, and particularly pension and health care systems, depending on the phase of the demographic transition each country is going through. Current migration patterns—internal migration, international flows to destinations within and outside the region and movements triggered by economic downturns— together with persistent social inequality, based on socio-economic status, place of residence, race and ethnicity, underscore the correlation between population issues and human rights, and the need to reinforce social cohesion in the region. The above-mentioned trends pose new challenges and trace new paths for demographic analysis in the region and for supporting Latin American and Caribbean countries in the design of national population programmes and policies.

Indeed, one of the key challenges at this time is to collect accurate and timely demographic information to meet the needs of final users. Countries will continue to need support in order to conduct their 2010 round of censuses within the planned time frame, and to process and analyse the data collected. This is particularly important given that the increasing demand for geographically disaggregated information for small areas is usually met with census data.

In addition, new and better sources of demographic information, such as improved vital registration systems and surveys that cover population issues, are necessary to further advance the generation of socio-demographic information. For instance, improved population information is needed in order to address the varying rates of decline in fertility, as well as trends in adolescent fertility, and to ensure universal access to sexual and reproductive health services for all groups. Furthermore, studies on old age, child, adolescent and maternal mortality, depend not only on improved data quality but also on a breakdown of recent mortality trends by cause of death, which will undoubtedly reflect the unequal progress of the epidemiological transition and the double burden of infectious as well as chronic and degenerative diseases.

Demographic indicators are also crucial for the elaboration of targeted public policies in other areas of concern. In the context of high urbanization, city growth is accompanied by the persistence of makeshift settlements where poverty tends to be perpetuated. In many countries, policies and programmes aimed at managing urban expansion and improving living conditions for the urban population have been unable to integrate sociodemographic variables in an appropriate manner. This has adversely affected their effectiveness and the likelihood of successfully decentralizing public administration. At the same time, continuing emigration out of the region and the diversification of forms of population displacement require reconsideration of emigrants' status as social, political and economic players in need of protection based on a broad notion of citizenship. The effects of emigration of skilled workers, which weakens the

potential for innovation in the countries of origin, can be attenuated if efforts are made to ensure strong ties to the home country.

Lastly, in recent years important advances have been recorded in normative and judicial terms regarding the recognition of the rights of indigenous populations, including the inclusion of ethnic identification in censuses and vital registration systems. However, sociodemographic indicators consistently show that indigenous and Afro-descendent groups suffer disadvantages compared with the rest of the population in terms of mortality, life expectancy, formal education, and socio-economic conditions in general, indicating that more efforts are needed to document and address these disparities.

Regional cooperation has been instrumental in gauging advances towards the commitments, goals and guidelines defined at international conferences with respect to population and development. Continuation of the support provided to Latin American and Caribbean countries to implement and monitor the relevant commitments will be particularly important during this biennium given the impending deadlines of the Programme of Action of the International Conference on Population and Development (2014) and the Millennium Development Goals (2015), and the need to define and implement forward-looking regional strategies beyond the time frame of these international agreements.

In conclusion, demographic change and the accompanying transformations in the age structure in a context of persistent inequality require continuous work to inform the countries of the region of the nature and consequences of these changes, to provide accurate population data and to support the incorporation of demographic analysis in policy development.

The subprogramme will cover the following four essential areas relating to the current stage in the region's progress in the field of population and development: (a) analysis of demographic trends; (b) generation of data and development of procedures, computer programs and information systems for improving the use of census data, vital statistics and surveys; (c) inclusion of sociodemographic inputs in social programming at the national and local levels for decision-making in the design and implementation of public policies, and (d) regional cooperation in the area of population and development. Emphasis will be placed on the following areas: ageing and the rights of older adults, indigenous and Afro-descendent persons, migration and population mobility, the socio-economic consequences of population dynamics, and training in population and development.

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

Logical framework of the subprogramme:

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**Objective of the Organization:** To improve the incorporation of population issues into development policies and programmes in countries of Latin America and the Caribbean

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Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean stakeholders to monitor population trends and tackle population and development issues for use in socio-demographic policies and programmes	(a) (i) Increased number of Latin American and Caribbean governmental institutions using demographic knowledge and information on population and development generated by the subprogramme in the framework of the 2010 round of censuses and other sources of demographic data  (ii) Increased number of downloads of publications produced by the Latin American and Caribbean Demographic Centre (CELADE) - Population Division of ECLAC, whose contents provide relevant policy analysis and recommendations for action and of CELADE data on population issues
(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development and other international agreements relating to these issues	(b) Increased number of new or additional actions taken by Latin American and Caribbean countries to monitor and implement the goals and recommendations of the Programme of Action of the International Conference on Population and Development, the Madrid International Plan of Action on Ageing, the relevant goals and targets of the Millennium Declaration and other international recommendations and agreements relating to population and development

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Strategy

The Latin American and Caribbean Demographic Centre (CELADE) – Population Division of ECLAC will be responsible for the implementation of the subprogramme. It will work in close collaboration with other ECLAC offices and divisions, in particular the Social Development Division, the Division for Gender Affairs and the Statistics Division. Its strategy will be to continue to serve as technical secretariat for the Ad Hoc Committee on Population and Development and to provide support to the countries of the region in the follow-up to the Programme of Action of the International Conference on Population and Development (ICPD), in the fulfilment of the Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, and in monitoring the goals and objectives of the Millennium Declaration and other relevant international conference outcomes.

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

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

The subprogramme will work closely with Population and Statistics Divisions of the Department of Economic and Social Affairs (DESA) of the United Nations and the other entities of the Executive Committee on Economic and Social Affairs that participate in the population cluster, and with specialized bodies such as UNFPA, PAHO, UNICEF, ILO, UNIFEM, FAO, UNESCO and UNDP, and with intergovernmental organizations such as OAS, IOM, the Ibero-American Youth Organization, IDB and SEGIB. This collaboration will focus on both refining methodologies for population estimates and projections and harmonizing the standards for estimates and projections of the population across the United Nations. CELADE will continue to be the lead entity in the inter-agency working group on international migration.

The collaboration with bilateral and multilateral cooperation partners will be enhanced in order to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries.

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

#### External factors

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

(a) The socio-economic and institutional situation in the region remains stable or improves and the established priorities are not disrupted by any serious external turbulence or disturbances.

(b) The international community supports and gives priority to the concerns and concrete needs of ECLAC member States in relation to the implementation of the recommendations of the Programme of Action of the International Conference on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing. To that end, General Assembly and Economic and Social Council guidelines and internationally agreed development goals, including those stemming from the Millennium Declaration and the instruments adopted at major world economic and social summits and conferences will continue to receive full support.

(c) The regional community continues, as a matter of priority, to include sociodemographic factors in the design and application of social policies and programmes, in order to improve their effectiveness.

List of activities

Subject area 7.1: Demographic analysis and population projections

1. Substantive servicing of meetings

Ad-hoc expert group meeting

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

2. Recurrent publications

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

3. Non-recurrent publications

Three studies on the situation of demographic phenomena in the region (high correlation with expected accomplishment 1).

4. Other substantive activities

Technical material

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

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

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

5. Advisory services

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

6. Courses, seminars and training workshops

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

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



Subject area 7.2: Population information

1. Non-recurrent publications

(i) A document on the 2010 round of censuses (high correlation with expected accomplishment 1).

(ii) Three non-recurrent publications on high priority issues in Latin America and the Caribbean (migration, demographic trends or ageing) (high correlation with expected accomplishments 1 and 2).

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

2. Other substantive activities

Technical material

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

(ii) Development and updating of computer programs to facilitate the use of population statistics, particularly census data and vital statistics, through the combined use of the System for the Retrieval of Census Data for Small Areas by Microcomputer (REDATAM) and geographic information systems (high correlation with expected accomplishment 1).

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

Information materials and services

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

3. Advisory services

Provision of technical cooperation services to countries of the region that request them, on the design and use of REDATAM-related computer applications (high correlation with expected accomplishment 1).

4. Courses, seminars and training workshops

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

## 5. Technical cooperation projects

During the biennium, projects will be under way in the following areas: strengthening national capacities to deal with international migration and indigenous populations and ageing (high correlation with expected accomplishments 1 and 2).

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

### Subject area 7.3: Integration of sociodemographic variables into social programming

#### 1. Substantive servicing of meetings

##### Ad-hoc expert group meetings

(i) Two meetings on demographic changes and their consequences for development, at least one in coordination with the Department of Economic and Social Affairs of the United Nations (high correlation with expected accomplishment 1 and moderate correlation with expected accomplishment 2).

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

#### 2. Non-recurrent publications

(i) A study on population and development issues to be defined by the Ad Hoc Committee on Population and Development for its meeting in 2012 (high correlation with expected accomplishments 1 and 2).

(ii) Two studies on the socio-economic effects of demographic dynamics in the region (high correlation with expected accomplishment 1).

#### 3. Other substantive activities

##### Technical material

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

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

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

(iv) Maintenance and updating of the System of Sociodemographic Indicators for Indigenous Peoples and Populations of Latin America (SISPI) (high correlation with expected accomplishments 1 and 2).

#### 4. Advisory services

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

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

#### 5. Training courses, seminars and workshops

(i) A workshop on matters relating to the incorporation of socio-demographic variables into development policies, programmes and projects (high correlation with expected accomplishments 1 and 2).

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

#### 6. Technical cooperation projects

During the biennium, it is expected that projects will be under way in the areas of international migration, internal migration and indigenous populations (high correlation with expected accomplishments 1 and 2).

#### 7. Intermediate activities

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

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

### Subject area 7.4: Regional cooperation in population and development

#### 1. Substantive servicing of meetings

##### Intergovernmental meetings

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

##### Ad-hoc expert group meeting

A meeting of experts to examine progress in implementing the recommendations of the Latin American and Caribbean Regional Plan of Action on Population and Development and the Programme of

Action of the International Conference on Population and Development and the Brasilia Declaration (high correlation with expected accomplishment 2).

## 2. Recurrent publications

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

## 3. Other substantive activities

### Technical material

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

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

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

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

### Information materials and services

Two issues during the biennium of the *Boletín informativo sobre envejecimiento*, with information on the progress made by countries in the region in the formulation and execution of policies relating to older persons (high correlation with expected accomplishment 1 and 2).

## 4. Advisory services

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

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

## 5. Training courses, seminars and workshops

One regional course on demographic analysis, population and development, geared towards government officials in the region, to last at least three weeks.

6. Intermediate activities

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

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

**SUBPROGRAMME 8: SUSTAINABLE DEVELOPMENT AND HUMAN SETTLEMENTS**Presentation

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

In the post-crisis context following the global recession of 2008-2009, increased emissions of greenhouse gases, the growing demand for natural resources and rampant deforestation, caused mainly by the encroachment of the agricultural frontier, will place further economic pressures on the natural endowment. The regional trend towards a rise in urbanization rates will continue, even in metropolitan areas. However, better policy integration thanks to more mature economic analysis, aided by sounder environmental policies and efforts to make the transition to lower-carbon economies, will lead to more relevant and more promising policy options. The international climate regime will be entering its second commitment period and the focus will be on the following period and the participation by a number of middle-income developing countries in the global mitigation effort. In addition, important unilateral measures will enter into force in destination markets for Latin American and Caribbean exports and these may have a significant impact on trade, prompting Governments in the region to seriously consider lowering the carbon footprint of their exports. It will also be time to assess experiences and advances towards a “green economy”, which is currently being set up as a model for emerging from the crisis and even as a proposal for moving towards a “change of paradigm”.

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

The major global reviews of sustainable development being undertaken in preparation for the anniversaries of the United Nations Conference on the Human Environment (Stockholm, 1972) and the United Nations Conference on Environment and Development (Rio de Janeiro, Brazil, 1992), more commonly referred to as the Earth Summit, and the World Summit on Sustainable Development (Johannesburg, South Africa, 2002) will be a milestone in the post-crisis context. Also approaching will be the deadlines for fulfilment of the Millennium Development Goals and it will be necessary to make the relevant assessment in connection with Goal 7, which relates to environmental sustainability. In accordance with the decisions adopted at the Summit in Johannesburg, assessments on woodlands, biodiversity, biotechnology, tourism and mountains will have to be made for the twentieth and twenty-first sessions of the Commission on Sustainable Development.

Thus, the subprogramme contemplates two basic areas for strengthening the capacities of the countries of the region. The first focuses on evaluating the advances of sustainable development in the region, disaster risk assessment, risk management and adapting to variability and climate change. Indeed, ECLAC has, for a number of years, been assessing the economic, social and environmental damage caused by disasters, and has developed various damage and loss estimation methodologies. The second area of work concerns the integration of sustainability criteria in public policies and institution-building for environmental management and encompasses issues such as urban development, land use and metropolitan areas. It also covers the follow-up to international and regional agreements on sustainable development, with reference to how this issue ties in with international trade and the environmental goods and services markets.

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

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

Logical framework of the subprogramme:

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

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Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria in development policies and measures, particularly in relation to human settlements, risk reduction and adaptation to climate change	(a) (i) Increased number of countries adopting policies, measures or instruments in the areas of human settlements, risk reduction and adaptation to climate change in line with ECLAC recommendations  (ii) Percentage of readers acknowledging that they have benefited from the analysis and policy recommendations on human settlements, risk reduction and adaptation to climate change and sustainable development contained in selected publications of the subprogramme
(b) Enhanced capacity of the Governments of the region and other stakeholders to follow up and make progress with the implementation of international agreements relating to sustainable development and to urban development such as those deriving from the Millennium Declaration, the United Nations Framework Convention on Climate Change, the Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean, the Regional Implementation Forum on Sustainable Development in Latin America and the Caribbean and the sessions of the Commission on Sustainable Development	(b) (i) Increased number of countries that adopt actions to follow up on the commitments of the international agreements relating to sustainable development and to urban development in line with ECLAC recommendations

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Strategy

The Sustainable Development and Human Settlements Division will be responsible for the implementation of the subprogramme and will work in close coordination with other ECLAC offices and divisions in order to mainstream the comprehensive approach to sustainable development in the work programme at the divisional level, in particular with respect to climate change and Goal 7 of the Millennium Development Goals. Key milestones in the process at the political and institutional levels will be the Regional Implementation Forum on Sustainable Development in the region, to be jointly organized by ECLAC and the Commission on Sustainable Development; the process of the United Nations Framework Convention on Climate Change (UNFCCC); and the follow-up of the agreements of the regional plan of action of the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean (MINURVI) and the Forum of Ministers of the Environment of Latin America and the Caribbean.

At the operational level, lines of work will reflect synergies between different types of activities, namely the preparation of national case studies, the provision of technical assistance and training courses, the organization of regional and subregional discussion forums, and the promotion of political dialogues at the country level. The scope of the subprogramme will encompass the integration of public policies and institution-building for environmental management, including urban and land use issues. Climate change



will serve as the pivotal element of the subprogramme around which most of the activities will be structured. Lastly, the efficient execution of the subprogramme will require a relatively high degree of flexibility for addressing the changing environment in which activities take place.

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

In implementing the subprogramme, the Division will continue to hold consultations and undertake joint actions with the specialized agencies, programmes and funds of the United Nations system (UNDP, UNEP and the United Nations Human Settlements Programme (UN-Habitat)) as well as with regional and subregional development banks that deal with environmental issues. These linkages will guarantee coordination with United Nations bodies, joint actions where there are synergies and the political support of the countries.

The collaboration with bilateral and multilateral cooperation partners will be enhanced in order to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries.

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

#### External factors

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

(a) Institutional stability is sufficient for carrying out the activities of the subprogramme (since, in the past, frequent changes in environmental institutions have hampered the achievement of political results, especially when changes were coupled with shifts in priorities and budgetary allocations).

(b) The international community continues to be committed to achieving meaningful results in international environmental negotiations, particularly on climate change, and member Countries demonstrate continued interest and commitment with respect to climate change, sustainable development and human settlements, risk reduction and adaptation.

List of activities

Subject area 8.1: Evaluation of advances in sustainable development and appraisal of externalities

1. Substantive servicing of meetings

Intergovernmental meetings

Regional Implementation Forum on Sustainable Development, scheduled to be held by the Commission on Sustainable Development (high correlation with expected accomplishments 1 and 2).

Ad-hoc expert group meetings

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

(ii) A meeting of experts to examine the dynamics of human settlements in relation to urban and rural land markets (high correlation with expected accomplishment 1).

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

2. Recurrent publications

A study on progress towards sustainable development, including urban dynamics, in Latin America and the Caribbean (high correlation with expected accomplishment 1).

3. Non-recurrent publications

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

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

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

(iv) Two studies on risk reduction and adaptation strategies (high correlation with expected accomplishment 1).

#### 4. Other substantive activities

##### Technical materials

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

(ii) Extension of quantitative applications for sustainable development assessment (high correlation with expected accomplishment 1 and moderate correlation with expected accomplishment 2).

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

(iv) Updating and continuous improvement of a database on disasters, risk reduction and adaptation relating to climate change in Latin America and the Caribbean (high correlation with expected accomplishment 1).

#### 5. Advisory services

(i) Provision of technical cooperation services to countries of the region, upon request, in the area of climate change mitigation (high correlation with expected accomplishment 1).

(ii) Provision of technical cooperation services to countries of the region, upon request, in the area of disaster impact evaluation and risk reduction and adaptation (high correlation with expected accomplishment 1).

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

#### 6. Training courses, seminars and workshops

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

(ii) Regional course on indicators of sustainable development (high correlation with expected accomplishments 1 and 2).

(iii) Regional course on environmental economics (high correlation with expected accomplishment 1).

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

7. Intermediate activities

Preparation upon request of substantive inputs for the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean (MINURVI).

Subject area 8.2: Integration of public policies, institution-building and follow-up of international and regional agreements for sustainable development

1. Substantive servicing of meetings

Ad-hoc expert groups meetings

A meeting of experts to consider the lessons learned in implementing policies and instruments that incorporate the economic, social, urban and environmental dimensions of sustainable development (high correlation with expected accomplishment 1).

2. Non-recurrent publications

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

(ii) A study on trade strategies for sustainable development (moderate correlation with expected accomplishment 1).

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

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

(v) A study on public policies for low carbon cities (high correlation with expected accomplishment 2).

(vi) A study on the impacts of environmental issues on equity (moderate correlation with expected accomplishment 1).

3. Advisory services

(i) Provision of technical cooperation services to countries of the region, at their request, in various areas relating to public policies and their links to sustainable development and urban sustainability (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation services to countries of the region, at their request, in areas relating to risk reduction and adaptation (high correlation with expected accomplishments 1 and 2).

4. Training courses, seminars and workshops

Cooperation with Government and intergovernmental entities, universities, non-governmental organizations and regional and subregional organizations, at their request, for supporting training activities in areas of urban development and public policy for sustainable development (high correlation with expected accomplishments 1 and 2).

5. Technical cooperation projects

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

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

**SUBPROGRAMME 9: NATURAL RESOURCES AND INFRASTRUCTURE**Presentation

The international economic crisis of 2008 and 2009, the global contingent risks of climate change and the oil and food price shocks call for increased State intervention in designing public policy and incorporating these issues in the political agenda of Governments of the region and on the international and regional development agenda based on the Millennium Development Goals.

In the post-crisis era, Latin America and the Caribbean will face the challenges of resuming economic growth, alleviating poverty and improving income distribution with environmental sustainability amid the constraints caused by global climate change. Given these challenges, the economic patterns related to natural resources and infrastructure services, together with the new emerging regulation, will become the central focus of the analyses underlying structural change in markets and environmental and social sustainability. The analytical assessment reveals that the region must (i) remedy the shortfall in investment in infrastructure services, by improving the design and implementation of sustainable policies in this area, revising regulatory frameworks and eliminating barriers; (ii) ensure the sustainable management and technological valuation of natural resources in order to maximize their contribution to regional development, and (iii) strengthen energy security and full access through more active policies for efficiency, diversification and regional integration in the short and medium term. Undoubtedly, the achievement of these objectives implies a series of trade-offs, which must be taken into account when formulating public policy proposals.

The perception is that the region is gradually succeeding in closing the gap between demand and supply for natural resources and associated services, as well as infrastructure services. A similar situation arises with respect to financing: it is not just a matter of restoring public investment levels in line with the better fiscal position of the countries of the region in more recent years, but rather of making better use of the different mechanisms that have been developing with public-private partnerships and taking advantage also of the improvement of contracts, the development of guarantees and the assistance of multilateral agencies in a context that differs from the situation that prevailed in the 1990s.

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

The region has made considerable advances towards providing drinking water and, to a lesser extent, sanitation services. However, the institutional frameworks for water management and drinking water supply and sanitation services still reveal major deficiencies and fail to ensure economic efficiency, social equity or environmental sustainability. Regulatory failings and conflicts remain unresolved and, at the same time, new problems are emerging with adverse effects on social equity, socio-economic development and environmental sustainability and on the competitiveness of the economies of the region in global markets. Thus, one of the central areas of future work will be the integrated management of water resources and river basins and the provision of drinking water and sanitation services as part of the Millennium Development Goals. The findings of economic studies on climate change may lead to the

amendment of laws, the creation of a new institutional framework and the analysis of water rights and the relevant market reforms.

In the energy sector, the countries of the region have striven to improve diversification of the energy matrix towards renewable sources, but these efforts have still not culminated in any significant achievement. The same has occurred with energy efficiency, an area in which regulatory changes, albeit recent, have not translated into significant savings that alter in any substantial way the pattern of the region's energy intensity. The international context that the region will be facing in terms of energy during the next decade will reflect deep exogenous changes, such as the structural change in the demand for global energy due to the accelerated pace of economic growth in China, India and other emerging economies and the prolongation of this trend over the next two decades; and the imminent establishment of a new international regime to combat global climate change. In this context, ECLAC should continue to recommend policies, instruments and tools that can respond to these challenges in the short term, with emphasis on actions that match regional development priorities, such as promoting energy security, developing sustainable energy markets, achieving energy efficiency and increasing the use of renewable energies.

More in-depth analysis will be needed on the mining sector and on the economic, social and environmental aspects of its development. This will be carried out through an observatory on social and economic conflicts (governance) in this sector with the participation of a wide range of stakeholders. The conflicts that have emerged between the mining industry and local communities call for a more in-depth analysis, but above all, government, environmental and mining authorities need to engage in more frequent and transparent dialogue during the process of granting mining concessions. Thus, the mining and environmental legislation treaties must be reviewed, together with the impact of investment relating to the productive use of mining revenue and to how it is worked out, distributed and appropriated by national and subnational governments and private stakeholders. Attention must also be paid to training and updating these authorities at the national, local and regional levels.

Lastly, it has been amply demonstrated that the appropriate provision of infrastructure and related services helps to raise productivity and competitiveness, as well as equity, and therefore to improve the economic and social conditions in the region. However, the Latin American and Caribbean region is hampered by major constraints in the provision of transport infrastructure services and by others that can seriously jeopardize its future development. An infrastructure and transport strategy must be addressed, based on criteria of comprehensiveness and sustainability, and should include, among other things, low carbon infrastructure services as one means of effectively solving the needs of Latin America and the Caribbean. At the same time, the strategy should pay due attention to the important function that infrastructure services perform for the economic and social development of countries.

All of these issues will be conducive to an examination of the forms of international cooperation and a renewal of the discussion agenda in the competent United Nations bodies, with the participation of a broad range of interested parties, in which the treatment reserved for developing natural resources and infrastructure services with a low carbon content will set the standard for a new path to sustainability which will mitigate the impact of these practices on climate change.

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

Logical framework of the subprogramme:

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

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

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Strategy

The Natural Resources and Infrastructure Division will be responsible for implementing this subprogramme, in close coordination with other ECLAC divisions and offices, in particular the Sustainable Development and Human Settlements Division, the Production, Productivity and Management Division and the subregional headquarters in Mexico and for the Caribbean. The strategy will include providing stakeholders of the region with analytical studies and systematized information and data in terms of regulation and management of natural resources and the provision of public utility and infrastructure services in the context of the Millennium Development Goals.

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

The main users of the outputs of this subprogramme will be Government authorities and officials of countries in the region, especially those concerned with the areas of management for the sustainable development of natural resources, energy issues, infrastructure, and transport services. Other users will include regional and subregional organizations, universities, academic research centres, and technical and professional, labour and business organizations. The subprogramme will continue to consult and work in close collaboration with United Nations specialized agencies, programmes and funds which participate in the Commission on Sustainable Development and other organizations concerned with the areas of mining,



energy and water resources, including OLADE, OLAMI, PARLATINO, and IIRSA, the OAS Committee on Ports, the International Association of Maritime Economists (IAME), the Central American Commission on Maritime Transport (COCATRAM), and bilateral and multilateral organizations such as the World Bank, IDB, the Andean Development Corporation ) and the Financial Fund for the Development of the River Plate Basin (FONPLATA), the Association of Water and Sanitation Regulatory Entities of the Americas (ADERASA), CARICOM and the Meso-América Project (formerly the Puebla-Panamá Plan).

The collaboration with bilateral and multilateral cooperation partners will be enhanced in order to mobilize additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries. Emphasis will be placed on natural resources and infrastructure services associated with low-carbon economies.

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

#### External factors

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

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

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

#### List of activities

##### Subject area 9.1: Sustainable management of natural resources

##### 1. Substantive servicing of meetings

###### Ad-hoc expert group meetings

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

(ii) A meeting of experts to consider the progress achieved in energy security and sustainable energy markets (high correlation with expected accomplishments 1 and 2).

(iii) A regional meeting of experts on public policies relating to the use of mining tax and other fiscal revenues (high correlation with expected accomplishments 1 and 2).

## 2. Non-recurrent publications

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

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

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

(iv) A study on mining legislation with reference to the environmental frameworks in Mercosur countries (high correlation with expected accomplishment 2).

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

(vi) Two studies on mining economics with particular emphasis on contribution of investment to economic growth in Latin American and Caribbean countries (high correlation with expected accomplishment 1).

## 3. Other substantive activities

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

Newsletter of the Network for Cooperation in Integrated Water Resource Management for Sustainable Development in Latin America and the Caribbean (four issues in each language during the biennium) (high correlation with expected accomplishment 1).

## 4. Advisory services

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

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

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

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

5. Training courses, seminars and workshops

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

6. Technical cooperation projects

During the biennium, it is expected that projects will be under way in the areas of renewable energy, energy security and energy efficiency (high correlation with expected accomplishments 1 and 2).

7. Intermediate activities

Preparation of selected inputs on sustainable management of natural resources for recurrent publications of other subprogrammes, in particular a study on progress towards sustainable development, including urban dynamics in Latin America and the Caribbean, coordinated by the Sustainable Development and Human Settlements Division.

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

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

1. Substantive servicing of meetings

Ad-hoc expert group meeting

A high-level meeting of experts to consider the new challenges regarding the sustainable transport and infrastructure strategy for the region, with special attention to Latin America and the Caribbean (high correlation with expected accomplishments 1 and 2).

2. Non-recurrent publications

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

(ii) A study on the design and implementation of low carbon infrastructure initiatives in the field of economic infrastructure services (high correlation with expected accomplishments 1 and 2).

(iii) A study containing a final proposal for the regional sustainable infrastructure and transport strategy (high correlation with expected accomplishment 1).

(iv) A study on public policy relating to obstacles or lack of implementation of combined or multimodal transport policies in the region (high correlation with expected accomplishments 1 and 2).

(v) A study on a specific aspect of regulation of public utilities in the region (high correlation with expected accomplishments 1 and 2).

3. Other substantive activities

Technical materials

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

Booklets, fact sheets, wall charts, information kits

*FAL Bulletin*, monthly publication on facilitation of trade and transport in Latin America and the Caribbean (twenty-four issues during the biennium) (high correlation with expected accomplishments 1 and 2).

4. Advisory services

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

5. Training courses, seminars and workshops

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

6. Technical cooperation projects

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

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

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

### Presentation

In recent years, and particularly in the context of the 2008-2009 international financial and economic crisis, the question of the State's ability to conduct medium and long term policies has re-emerged as a core issue in the development agenda. In this regard, the region needs to make progress in defining the necessary balance between private initiative and public action, as well as in strengthening a fiscal and social pact, defined as the institutional arrangements needed to guarantee the effective governance of the countries. Governance, in this context, implies fostering a healthy and long term balance between the state, civil society and the market economy, through the art of governing for sustainable economic, social and institutional development.

Forward-looking development strategies must be put in place with the focus on the national, regional, local and sectoral dimensions. The first step in this regard must be to review existing institutional arrangements and the various actors that participate in the process. The challenges posed by the economic recovery and the persistence of significant structural problems —such as poverty, income inequality, regressive tax systems, poor educational quality, citizen security and safety, to cite only a few— place additional demands on public expenditure and call for a shared agenda of development among these actors.

Global development requires long-term approaches, capacity-building and the improvement of public administration. Planning institutions can play an important role in enhancing the role of the State, by performing critical functions, such as the construction of national development strategies; the coordination of sector, institutional and subnational policies, and the evaluation of public programmes and projects to improve their effectiveness and impact on the citizenship.

Simultaneously, local and regional development policies have become particularly relevant owing to their association with the ever-growing need to design public policies and instruments that promote the use of endogenous local resources. These policies are designed to foster new styles of development based on the potential of local and regional economies in a manner that is complementary to national policies. With different degrees of depth, these processes seek to transform and boost local production systems, create jobs, build competitive territorial capacities and improve the quality of life of the population. The development of local and regional capacities is linked to legal, political and financial issues that are specific to the decentralization processes.

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

With the aim of improving the capacities of their officials, the Governments of the region are generating a growing demand for training and other technical cooperation services in specific areas of competence covered by the subprogramme. This is reflected in the greater number of thematic issues to be addressed, in line with evolving demands from national and local governments in countries of the region as well as new technological opportunities.

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 improve public sector management in the countries of the region with regard to economic and social planning, budgeting and local development

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

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### Strategy

Substantive responsibility for the implementation of the subprogramme rests with the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), which acts as the Commission's training centre. Consequently, ILPES will work in close coordination with other substantive ECLAC divisions, subregional headquarters and national offices. The strategy to be followed will take special account of the relevant provisions of the internationally agreed development goals,

including those set forth in the outcomes of the major United Nations conferences and summits in the economic and social fields, the Millennium Declaration and the 2005 World Summit Outcome.

The activities to be implemented by ILPES will include comprehensive training and technical cooperation services to Governments and other relevant stakeholders, applied research, and the support and development of knowledge networks among stakeholders, particularly those relating to public-sector performance in the region. ILPES will undertake significant new initiatives in order to consolidate its position as the principal training centre in planning and public management in the region. In addition, the subprogramme will provide policy advice and proposals in development strategies and public-sector economics; to foster improved performance of public policies, programmes and projects; and to strengthen and capitalize knowledge networks in these substantive areas. The subprogramme will also promote and support the setting up of new instruments for budgetary policymaking and evaluation and will disseminate sound results-based management practices in order to incorporate them into the public-policy cycle. Similarly, the Institute will continue to provide technical cooperation services to countries of the region on relevant issues and to promote the exchange of experiences. Technological and pedagogical innovations will also be introduced to improve the quality of training and the access of students to instruction materials and information on the network.

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

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

#### External factors

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

(a) The international community and, in particular, the member countries of the Regional Council for Planning continue to give priority to development planning, fiscal management and public administration, at both national and sub-national levels in the region. To this end, they will be guided by the relevant mandates emanating from the General Assembly and the Economic and Social Council as well as by the internationally agreed development goals, including those contained in the Millennium Declaration and other agreements adopted at the main world summits and conferences in the economic and social spheres.

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

List of activities

Subject area 10.1: Overview of planning and public administration practices

1. Substantive servicing of meetings

Intergovernmental meetings

Two high level intergovernmental meetings relating to planning (2012 and 2013) (high correlation with expected accomplishments 1 and 2).

Ad-hoc expert group meetings

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

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

2. Recurrent publications

(i) One edition of *Public Management and Development in Latin America and the Caribbean*.

This publication will be prepared every two years and consist of two parts. The first one will address the progress made by countries of the region in planning, budgeting and evaluating public policies. The second part will analyse economic convergence between subnational regions, classify them by their economic performance and identify relevant case studies. It will also present a set of studies on a subject relating to regional policy or regional and local economic development (high correlation with expected accomplishment 1).

3. Non-recurrent publications

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

4. Other substantive activities

Technical material

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



Subject area 10.2: Technical cooperation activities

1. Advisory services

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

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

2. Intermediate activities

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

3. Technical cooperation projects

During the biennium, it is expected that projects will be under way in the areas of public planning and evaluation, local development strategies (high correlation with expected accomplishments 1 and 2).

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

Subject area 10.3: Training on development planning and public administration

1. Training courses, seminars and workshops

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

(ii) Implementation of one postgraduate accredited degree programme in planning and public management for development, and an associate fellow's programme for recognized international scholars (high correlation with expected accomplishments 1 and 2).

(iii) Two international courses on development planning, budgeting and public finance, and economic, social and sustainable development policies for high-level public policy makers (high correlation with expected accomplishments 1 and 2).

2. Intermediate activities

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

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

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

## **SUBPROGRAMME 11: STATISTICS**

### Presentation

Although economic, social, demographic and environmental statistics have improved significantly, the quality and transparency of national statistics systems have yet to be brought in line with international best practices and their use by economic agents, social actors and decision makers must be promoted. These targets were defined in the Strategic plan 2005-2015 for regional statistical development, adopted at the third meeting of the Statistical Conference of the Americas of ECLAC in June 2005.

In order to achieve these objectives, countries must address different challenges, some of which were discussed at the fifth meeting of the Statistical Conference of the Americas held in Bogota in August 2009. Countries must strive to implement the System of National Accounts (1993 and 2008 recommendations). In addition, the 2008-2009 economic crisis highlighted the need to foster the production of short-term economic statistics and develop a system of early-warning indicators. Countries must also strengthen their capacity to monitor the indicators to follow up on internationally agreed development goals, particularly those contained in the Millennium Declaration. The region's statistical systems will also need to tackle other challenges including implementation of the 2010 Round of Population and Housing Censuses and the production of statistical data and indicators in new areas (such as the environment and gender). In addition, the harmonization of statistical data remains a key issue.

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

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

Such considerations underpin the conceptual and methodological content of the programme of work for the 2012-2013 biennium. The purpose of the subprogramme is to support Latin American and Caribbean countries in their efforts to build, strengthen and harmonize statistical information and the decision-making systems underlying the design, monitoring and assessment of development policies. In particular, the subprogramme proposes to provide support to countries in the improvement of national capacities to enable them to generate, analyse and disseminate, in a timely manner and in keeping with internationally accepted standards and best practices in the field, the statistical information and indicators vital to the design and monitoring of economic and social development policies.

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 foster the generation, use and incorporation of accurate, timely and relevant statistical information in economic, social and environmental development policies in countries of the region

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Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas of ECLAC	(a) (i) Increased percentage of compliance by countries of the region with the System of National Accounts and incorporated satellite accounts, in accordance with international recommendations and their own requirements  (ii) Increased number of countries of the region that have established indicators to follow-up on the Millennium Development Goals in the countries of the region
(b) Increased technical capacity of Latin American and Caribbean countries to monitor economic, social and environmental trends and to formulate evidence-based policies	(b) (i) Increased number of countries that take action to implement ECLAC recommendations to monitor economic, social and environment trends and formulate evidence-based policies  (ii) Increased number of downloads from the <i>Statistical Yearbook for Latin America and the Caribbean</i> and CEPALSTAT, the ECLAC consolidated online repository of economic, social and environmental databases in the region  (iii) Increased number of users that acknowledge that they have benefited from the information contained in CEPALSTAT

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### Strategy

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

The strategy for reaching the established objective will be based on three main lines of activities. The first is the promotion of best practices and the dissemination and adaptation of internationally comparable methodologies. Seminars, courses and meetings will be organized and technical documentation will be prepared. Secondly, the subprogramme will provide specialized advisory and technical cooperation services to strengthen the countries' technical and institutional capacities in the statistical field as well as to organize meetings and seminars to facilitate the sharing of experiences and promote horizontal cooperation. Support will also be given for the development of networks to strengthen the harmonization and coordination of statistical data among countries. Lastly, the subprogramme considers carrying out activities of methodological development (proposal and adaptation of indicators). The main direct beneficiaries of the subprogramme will be national statistics institutions, central banks

and specialized governmental agencies in Latin American and Caribbean countries. Moreover, the reach of the subprogramme will encompass a broad audience in the private sector, academia and civil society.

Two important features of the subprogramme strategy should be stressed. On the one hand, the activities will be carried out in close coordination with the Statistical Conference of the Americas of ECLAC. The subprogramme activities reflect the thematic priorities identified by the Conference, as it considers national accounts, economic and environmental statistics, the Millennium Development Goal indicators, social indicators and the organization of statistical systems. Each area includes conventional statistical development activities as well as new methodologies demanded by Governments and civil society for addressing emerging issues. The activities of the subprogramme will, be coordinated as much as possible with those of the Conference's working groups. The subprogramme will act as coordinator of regional and global activities at regional and global levels, including joint activities with the Statistical Division of the United Nations of the Department of Economic and Social Affairs. Collaboration with other international agencies (for example IMF, WTO, PAHO) and other regional commissions is also envisaged. Furthermore, through an active participation of the Division in global events (especially, but not limited to, the United Nations Statistical Commission), the experience, special features and positions of the region will be conveyed to global forums. The subprogramme also includes activities that are part of global projects, such as the International Comparison Program (ICP).

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

Cooperation with bilateral and multilateral partners will be enhanced in order to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries. Emphasis will be placed on promoting the adoption of the new recommendations relating to the System of National Accounts for the Statistical Conference of the Americas of ECLAC; improving basic economic statistics; facilitating the participation of countries in the International Comparison Programme; enhancing the systematization of environmental statistics; and developing poverty and social cohesion indicators.

Lastly, member States will benefit from increased visibility of the subprogramme's work through the continuous update and development of the Commission's website and its online economic, social and environmental statistics and indicators database, CEPALSTAT. The Commission's main publications and findings will also be widely disseminated among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

#### External factors

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

(a) The socio-economic and institutional environment in the region remains stable or improves, thereby allowing national statistical systems to function normally and make progress.

(b) The international community continues to support the work of the Statistical Conference of the Americas of ECLAC and the priorities it sets for statistical development in the region, in response to the specific needs and concerns of ECLAC member States in this field. It continues to be guided, in this connection, by the General Assembly and Economic and Social Council mandates and the internationally agreed development goals, including those contained in the Millennium Declaration and the agreements adopted at major world economic and social summits and conferences.

(c) International agencies and organizations working in the region support the coordination efforts aimed at increasing the efficiency and relevance of their statistical cooperation activities.

#### List of activities

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

##### 1. Substantive servicing of meetings

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

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

##### 2. Intermediate activities

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

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

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

##### 1. Recurrent publications

*Statistical Yearbook for Latin America and the Caribbean* (two issues during the biennium) (high correlation with expected accomplishments 1 and 2).

2. Other substantive activities

Technical materials

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

3. Intermediate activities

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

(ii) Production of one or more chapters on poverty, inequality and related subjects and preparation, in conjunction with the Social Development Division, of statistical indicators for the annual editions of the *Social Panorama of Latin America* (2012 and 2013 editions) (high correlation with expected accomplishment 2).

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

(iv) Preparation of the statistical summary for the *Preliminary Overview of the Economies of Latin America and the Caribbean* (2012 and 2013 editions) (high correlation with expected accomplishment 2).

Subject area 11.3: System of National Accounts and economic statistics

1. Substantive servicing of meetings

Ad-hoc expert group meetings

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

(ii) A meeting of experts to analyse the advance of the satellite accounts with respect to development priorities in the region (moderate correlation with expected accomplishment 1, high correlation with expected accomplishment 2).

(iii) Two meetings of experts to promote and analyse the incorporation of the new international recommendations on classifications and nomenclature in basic statistical practices for national and foreign trade in goods and services (moderate correlation with expected accomplishment 1, high correlation with expected accomplishment 2).

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

2. Recurrent publications

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

3. Non-recurrent publications

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

(ii) A study on the regional implementation of satellite and other accounts (moderate correlation with expected accomplishment 2).

(iii) A study on the regional implementation of the recommendations on classification of goods and services in national and foreign trade (moderate correlation with expected accomplishment 2).

4. Advisory services

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

5. Technical cooperation projects

During the biennium, it is expected that projects will be under way on the International Comparison Programme (ICP), the Regional Programme to support countries of the region in the implementation of the 2008 SNA and to improve basic economic statistics through the application of the Luxembourg Recommendations on Global Implementation and Outreach for the System of National Accounts, and the implementation of satellite accounts relating to specific sectors such as tourism and health (high correlation with expected accomplishment 2).

6. Intermediate activities

Support for the Latin American Network of Experts on National Accounts.

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



Subject area 11.4: Statistics and quantitative analysis of social trends

1. Substantive servicing of meetings

Ad-hoc expert groups

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

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

2. Non-recurrent publications

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

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

3. Courses, seminars and training workshops

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

4. Advisory services

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

5. Technical cooperation projects

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

6. Intermediate activities

Periodic analysis of the poverty situation, social vulnerability and income distribution in the region, for the annual editions of the *Social Panorama of Latin America* (2012 and 2013 editions), in conjunction with the Social Development Division (moderate correlation with expected accomplishment 2).

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

Subject area 11.5: Environmental statistics

1. Substantive servicing of meetings

Ad-hoc expert group meetings

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

2. Non-recurrent publications

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

3. Advisory services

Provision of technical cooperation services to member States and regional bodies that request them in areas relating to environmental statistics, including the principles of Integrated Environmental and Economic Accounting (high correlation with expected accomplishment 1).

4. Training courses, seminars and workshops

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

5. Technical cooperation projects

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

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

Subject area 11.6: Institutional organization of the national statistical systems

1. Substantive servicing of meetings

Ad-hoc expert group meetings

A meeting of experts to analyse issues relating to the improvement of the organization of the national statistical offices and/or the national statistical systems (moderate correlation with expected accomplishment 1, high correlation with expected accomplishment 2).

2. Non-recurrent publications

Two studies on best practices regarding the organizational setups of National Statistical Systems relevant for Latin America and Caribbean countries (moderate correlation with expected accomplishment 2).

3. Advisory services

Provision of technical cooperation services to member States and regional bodies that request them in the development of the institutional organization of the national statistical system and national statistical offices (high correlation with expected accomplishments 1 and 2).

4. Training courses, seminars and workshops

Cooperation with government entities, universities, non-governmental organizations and regional and subregional bodies in support of training activities on topics relating to the organization of the national statistical systems (high correlation with expected accomplishments 1 and 2).

5. Technical cooperation projects

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

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

**SUBPROGRAMME 12: SUBREGIONAL ACTIVITIES IN MEXICO AND CENTRAL AMERICA<sup>2</sup>**Presentation

The international crisis that started in the financial arena in 2008 and rapidly turned into the worst economic recession since the Great Depression has adversely affected the countries of the subregion, putting additional pressure on a development agenda that includes unresolved issues as well as new challenges and the need to adopt a vision of development focused on the long term.

Countries in the subregion share some common characteristics with the Latin American region as a whole but also possess unique traits which are relevant for ECLAC interventions, analysis and policy advice. These countries have more open economies and stronger linkages with the United States economy and workers' remittances are highly significant at the macro- and microeconomic levels. These economies are net importers of foodstuffs (basic grains), raw materials and especially oil (except Mexico) and are highly vulnerable to extreme natural events and climate change. In the case of Central America and the Dominican Republic, there is a robust process of economic integration. Within the Subregion, Cuba and Haiti present some of these characteristics, but also require special consideration: Cuba is the only country with a centrally-planned economy in the hemisphere and Haiti is the country with the greatest social needs in the Americas.

During the past two decades the countries of the subregion have pursued an export-led growth strategy, including other linkages with the international economy, such as the attraction of foreign direct investment (FDI) and the promotion of new export sectors including in-bond industry (maquila) and non-traditional agricultural goods, tourism and other emerging services. Growth in production and employment has been moderate, resulting in substantial migratory movements within and outside the region and sizable flows of remittances, on which many families are dependent. The world recession of 2008-2009—and particularly the economic downturn in the United States—has meant that the main engine of growth for the Subregion was declining and new challenges appeared for a long-run sustainable development strategy. The Subregion was also hard hit by the increase in food and energy prices in 2008, which undermined progress in social welfare. It is now crucial to generate dynamic, sustainable and equitable economic development including sufficient sources of quality employment to absorb the expansion of the labour force, take advantage of the demographic dividend and reduce poverty.

In the case of Central America and the Dominican Republic, integration into the global economy has become increasingly associated with agreements with major economic partners, including the United States and the European Union (agreement with the latter is currently under negotiation). Ensuring that integration is successful and contributes to economic development will depend not only on measures for effective implementation, but also on a more comprehensive strategy that promotes technological learning, innovation and dissemination, and systemic competitiveness, including the incorporation of greater value added into exports of goods and services. It also requires the creation of more extensive linkages with local producers leading to a more equitable distribution of the benefits derived from trade among the whole population. At the intergovernmental level, subregional integration also plays a major role in trade, investment, energy, finance, environment, and in the coordination of regional and national policies. Sustained efforts will be required to adapt and deepen this integration, in a context of open regionalism.

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<sup>2</sup> This subprogramme also encompasses Cuba, Haiti and the Dominican Republic.

The current international situation puts social progress and advances in the Millennium Development Goals at risk, and Governments will need to step up the remedial action they have already been undertaking. This is an opportunity to take measures to lessen the adverse effects of globalization and ensure sustained growth. The countries of the Subregion should pursue their efforts to deepen the integration process and strengthen their countercyclical response to the downturn of the international economy. Increasing fiscal revenue continues to be one of the main challenges in a subregion characterized by structurally low tax burdens, an extensive exemptions regime, and trade liberalization and programmes should therefore be established to improve the fiscal regime by reinforcing benefits and compensating for costs in some sectors. Fiscal covenants must be strengthened to ensure that public resources are used more efficiently and with a redistributive effect to reduce poverty and inequalities, in particular among women, indigenous peoples and other ethnic groups.

Quality employment creation through productive development programmes must be complemented by social policies to enhance the quality of, and access to, education and social services, in order to reduce inequities, promote human development, increase productivity and respond directly to differing social and economic needs, reinforcing social equality and cohesion and respect for human rights.

The current situation calls for Governments to strengthen coordination between economic and social policies in order to sustain a high rate of economic growth, reduce inequality and poverty, increase competitiveness, and address the needs of adaptation, vulnerability reduction and mitigation relative to climate change and extreme natural phenomena. Areas to consider for policy options include: (i) the need to adjust the development strategy to revive and sustain growth (by boosting investment), and the implications for macroeconomic (fiscal/monetary) policies; (ii) new productive/competitive development policies for emerging products and for local/subregional/international markets considering different sizes of enterprises; opportunities and challenges of the knowledge-based economy and international value chains after the crisis; (iii) integration and social policies and links to the achievement of the Millennium Development Goals, especially for vulnerable populations; (iv) policy options for the agricultural sector and food security; employment, poverty and labour productivity in rural areas; (v) strengthening open regionalism to foster economic growth, and make it less volatile using a counter-cyclical approach, and economic and social convergence; (vi) furthering the sustainable energy strategy, including increased efficiency, development of renewable sources and the response to climate change, and (vii) mainstreaming of impact assessments and responses to climate change, especially regarding the adaptation of vulnerable populations and productive sectors, and taking advantage of opportunities such as the emerging carbon markets to protect natural capital and reduce poverty.

Progress towards the Millennium Development Goals will continue to be central in public policies, including efforts to achieve additional targets proposed in national plans and taking into account challenges to these Goals that have become more evident in recent years, particularly in relation to sustainable development and ethnic equity, as reflected in the United Nations Framework Convention on Climate Change and the United Nations Declaration on the Rights of Indigenous People.

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 indicators described below.

Logical framework of the subprogramme:

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

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of the countries in the subregion to address economic and social issues particularly regarding equality and poverty eradication	(a) (i) Increased number of governmental, private-sector or academic institutions in the subregion which, in formulating policies and measures in the areas of social and economic development, consider ECLAC analysis and policy recommendations, particularly with respect to equality and poverty eradication  (ii) Increased number of key stakeholders acknowledging that they have benefited from ECLAC products and services for economic and social policy-making, particularly regarding equality and poverty eradication
(b) Increased technical capacities of the countries in the subregion to design or evaluate policies and measures in the areas of productive development, trade and integration	(b) (i) Increased number of institutions in the subregion which, in formulating policies and measures for productive development, trade and integration, consider ECLAC analysis and policy recommendations  (ii) Increased number of key stakeholders surveyed who acknowledge that they have benefited from ECLAC products and services in the areas of productive development, trade and integration
(c) Increased technical capacities of the countries in the subregion to design or evaluate policies and measures for sustainable development, including energy, agriculture and climate change	(c) (i) Increased number of institutions in the subregion which, in formulating policies and measures for sustainable development, including agriculture, energy and climate change, consider ECLAC analysis and policy recommendations  (ii) Increased number of key stakeholders surveyed acknowledging that they have benefited from ECLAC products and services in the areas of sustainable development, including energy, agriculture and climate change

### Strategy

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

The subprogramme strategy will consist in strengthening the countries' capacity to formulate strategies and policies leading to the achievement of the objective, and to promote subregional and regional cooperation. It will focus on the generation, dissemination and application of innovative and sound approaches to tackling the development challenges of the subregion. Also included under this subprogramme will be analytical work and the recommendation of options for public policies for consideration by member States taking into account their different national contexts. The subprogramme will strengthen multi-sectoral and interdisciplinary analysis, the processing and systematization of data for the creation and update of relevant databases, and the development of analytical models with quantitative and qualitative tools. The Subregional Headquarters will continue to work in close collaboration with national stakeholders and regional integration institutions in order to strengthen their capacities through the provision of advisory services, training and internships, and the organization and promotion of forums to facilitate policy dialogue and the exchange of best practices and lessons learned within these countries and in other regions.

The main beneficiaries of this subprogramme will be government authorities and officials of the countries of the region, civil society entities and academic and private-sector institutions, and subregional and regional entities, such as those that play a part in the Central American integration scheme. The subprogramme will further strengthen the joint initiatives currently carried out with the specialized agencies, funds and programmes of the United Nations system, in particular through the process of the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) and the implementation of joint projects.

Collaboration with bilateral and multilateral cooperation partners will be enhanced in order to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries. Emphasis will be placed on the following areas: Central American long-term energy development strategy; trade facilitation within the Dominican Republic—Central America—United States Free Trade Agreement (CAFTA-DR); promoting the social benefits of trade; industrial policies, competitiveness and competition policies; macroeconomic modelling for planning in central banks; extreme natural phenomena and impact of, and response to, climate change; in-depth country analysis and technical advice (especially for Haiti).

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

#### External factors

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

(a) The international community is responsive to, and supportive of, ECLAC member States' needs and concerns, in accordance with the guidelines of the General Assembly and the Economic and Social Council, and with internationally agreed development goals, including those contained in the Millennium Declaration.

(b) Socio-economic and institutional stability prevails in the region without major disruptions or external shocks.

List of activities

Subject area 12.1: Economic development

1. Substantive servicing of meetings

Intergovernmental meetings

A meeting of the Committee on Central American Isthmus Economic Cooperation (CCE) including the preparation of substantive documentation and reports (high correlation with expected accomplishment 1).

Ad-Hoc expert groups meetings

A meeting of experts to examine recent economic trends and the outlook for Central America, and related policy proposals (high correlation with expected accomplishment 1).

2. Recurrent publications

(i) Two studies on recent economic developments and the prospects for the Central American subregion in 2011-2012 and 2012-2013 (the first to be completed in 2012, the second in 2013) (high correlation with expected accomplishment 1).

(ii) Ten studies on economic developments in the countries of the subregion in 2011 and the outlook for 2012 (high correlation with expected accomplishment 1).

(iii) Ten studies on economic developments in the countries of the subregion in 2012 and the outlook for 2013 (high correlation with expected accomplishment 1).

3. Non-recurrent publications

(i) A study on emerging issues and outlooks in economic development, macroeconomic policies and its linkages to poverty and inequality reduction and sustainability in Central America (high correlation with expected accomplishment 1).

(ii) A study on key mid- to long-term economic and social development issues and policy options in Haiti (high correlation with expected accomplishment 1).

4. Other substantive activities

Technical material

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

(ii) Updating of the support system for knowledge management strategy (high correlation with expected accomplishment 1 and 2).



5. Advisory services

Provision of technical cooperation services to countries in the subregion and other relevant stakeholders that request it in areas relating to strengthening their capacities for the design and implementation of economic development strategies, macroeconomic policies, including fiscal and monetary policy (high correlation with expected accomplishment 1).

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

Subject area 12.2: Social development

1. Substantive servicing of meetings

Ad-hoc expert group meetings

A meeting of experts to consider social policy as a way to address poverty, inequality, employment and economic growth in the subregion (high correlation with expected accomplishment 1).

2. Non-recurrent publications

(i) A study on integration and social policies in Central America (high correlation with expected accomplishment 1).

(ii) A study on the linkages between gender and other forms of inequality in selected countries of the subregion (high correlation with expected accomplishment 1).

(iii) A study on the implications of social policy on employment, productivity and economic growth in relation to the achievement of one or more of the Millennium Development Goals in selected countries of the subregion (high correlation with expected accomplishment 1).

3. Other substantive activities

Technical material

Updating and expansion of the database on social indicators of the countries of the subregion (high correlation with expected accomplishment 1).

4. Advisory services

Provision of technical cooperation services to countries in the subregion and other relevant stakeholders that request it in the areas of policies to strengthen institutional and technical capacities for poverty eradication, the promotion of social development, and gender and ethnic equity (high correlation with expected accomplishment 1).

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

Subject area 12.3: International trade and integration

1. Substantive servicing of meetings

Ad-hoc expert group meetings

(i) A meeting of experts to examine progress in trade facilitation policies in the Central American region (high correlation with expected accomplishment 2).

(ii) A meeting of experts on the opportunities and challenges arising from the new environmental and climate change requirements in international markets for countries of the subregion (high correlation with expected accomplishment 2).

2. Recurrent publications

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

3. Non-recurrent publications

(i) A study on opportunities arising from the new environmental and climate-change policy requirements in international markets, including the carbon footprint of trade in selected countries of the subregion (high correlation with expected accomplishment 2).

(ii) A study on trade and economic complementarity between the nations of the subregion (high correlation with expected accomplishment 2).

(iii) A study on the role of trade in the development strategy of the subregion, including new trading partners, trade in services, linkages of exports to the rest of the economy, and other emerging issues on trade and development (high correlation with expected accomplishment 2).

4. Other substantive activities

Technical material

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

5. Advisory services

Provision of technical cooperation services to the countries of the subregion and other relevant stakeholders that request it in areas relating to the integration processes at the hemispheric, regional or subregional level, trade negotiations and agreements, and issues of competitiveness, environmental requirements for trade, investment and productivity and the corresponding instruments of analysis (high correlation with expected accomplishment 2).

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

Subject area 12.4: Agricultural and rural development

1. Substantive servicing of meetings

Ad-hoc expert group meetings

A meeting of experts to consider adaptation to climate change and the impact of this phenomenon on poverty, employment and labour productivity in rural areas of the subregion (high correlation with expected accomplishment 3).

2. Recurrent publications

A study on trends and challenges in the agricultural sector in selected countries of the subregion (high correlation with expected accomplishment 3).

3. Non-recurrent publications

(i) A study on climate change adaptation and poverty in rural areas in selected countries of the subregion (high correlation with expected accomplishment 3).

(ii) A study on employment and labour productivity in rural areas in selected countries of the subregion (high correlation with expected accomplishment 3).

4. Other substantive activities

Technical material

Updating and improving the database for the agricultural sector of the countries in the subregion (high correlation with expected accomplishment 3).

5. Advisory services

Provision of technical cooperation services to the countries of the subregion and other relevant stakeholders that request it in relation to food security, sustainability, climate change and other relevant issues for the agricultural sector and rural areas (high correlation with expected accomplishment 3).

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

Subject area 12.5: Productive development

1. Expert groups, rapporteurs, depository services

Ad-hoc expert groups

A meeting of experts to consider new opportunities for, and obstacles to, the development of selected productive sectors for countries of the subregion within international value chains in the new international production scenario (high correlation with expected accomplishment 2).

2. Recurrent publications

A study on the competitiveness of selected productive sectors in countries of the subregion (high correlation with expected accomplishment 2).

3. Non-recurrent publications

(i) The role of productive policies in economic recovery in selected sectors of the subregion following the international financial and economic crisis (high correlation with expected accomplishment 2).

(ii) A study on the integration of selected productive sectors of the subregion in international value chains in the global context (high correlation with expected accomplishment 2).

4. Other substantive activities

Technical material

(i) Updating and expansion of the database on the industrial sector in the countries of the subregion (high correlation with expected accomplishment 2).

(ii) Updating and expansion of the MAGIC computer program to analyse competitiveness (high correlation with expected accomplishment 2).

5. Advisory services

Provision of technical cooperation services to countries of the subregion and other relevant stakeholders that request it in areas relating to the development of the industrial and services sectors, intellectual property rights, competition and the use of instruments for the analysis of competitiveness (high correlation with expected accomplishment 2).

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

Subject area 12.6: Energy and natural resources

1. Substantive servicing of meetings

Ad-hoc expert group meeting

A meeting of experts to review and advance the subregional energy integration agenda (high correlation with expected accomplishment 3).

2. Non-recurrent publications

(i) A study on specific aspects of subregional energy integration (high correlation with expected accomplishment 3).

(ii) A study on the situation of renewable energy resources and opportunities for mitigation of climate change in the subregion (high correlation with expected accomplishment 3).

3. Other substantive activities

Technical material

(i) Updating of the database on the hydrocarbons sector of the countries of the subregion (high correlation with expected accomplishment 3).

(ii) Updating of the database on the electric-power sector in the countries of the subregion (high correlation with expected accomplishment 3).

4. Advisory services

Provision of technical cooperation services to countries of the subregion and other relevant stakeholders that request it in areas relating to economic, environmental and social sustainability and climate change in the energy sector (high correlation with expected accomplishment 3).

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

Subject area 12.7: Climate change and extreme natural events

1. Substantive servicing of meetings

Ad-hoc expert group meeting

A meeting of experts to examine the impact of climate change and response options in a selected sector or population of particular vulnerability in the subregion (high correlation with expected accomplishment 3).

2. Non-recurrent publications

A study to assess the impact of climate change and response options in a selected sector or population of particular vulnerability in the subregion (high correlation with expected accomplishment 3).

3. Other substantive activities

Technical material

A technical report on methodologies to assess the potential impacts and costs of climate change in selected sectors of the subregion (high correlation with expected accomplishment 3).

4. Advisory services

Provision of technical cooperation to the countries of the subregion and other relevant stakeholders that request it, relating to the impact of climate change and policy options for adaptation, reduction of vulnerability, sustainable development and mitigation and the prevention, mitigation and assessment of the impacts of extreme natural phenomena (high correlation with expected accomplishment 3).

5. Training courses, seminars and workshops

Institutional strengthening and local capacity-building through courses and workshops for the countries of the subregion and other relevant stakeholders, relating to the impact of climate change and policy options for adaptation, reduction of vulnerability, sustainable development and mitigation, and the assessment of extreme natural phenomenon (high correlation with expected accomplishment 3).

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

**SUBPROGRAMME 13: SUBREGIONAL ACTIVITIES IN THE CARIBBEAN**Presentation

The world economy that is expected to emerge after the economic crisis of 2008-2009 is likely to be very different from the one that prevailed until then. Average world economic growth will undoubtedly be slower than it was during the boom years of 2002-2007; consumption in the United States is expected to diminish as a result of the excessive debt burden of households and the public sector, lower retirement savings and the need for the United States to eventually adjust to its expanding fiscal and current account deficits; and output in the European Union will decline with an inevitable impact on the integration of Central and Eastern Europe. This scenario will most likely be accompanied, in the short run, by reduced tolerance for international migration as Governments seek to protect internal labour markets. Since international migration has been a source of remittance receipts for many poor households, this would place increased demands on the limited resources that are available for poverty reduction in the Caribbean.

The new international environment will bring about substantive and long-lasting consequences for the Caribbean. The growth patterns observed during previous decades, based on natural resource exports (mainly from Belize, Guyana, Suriname and Trinidad and Tobago) and services (mainly tourism and offshore financial services), are likely to be disrupted. In response to these anticipated difficulties, the fundamental challenge for Caribbean policymaking will be to define and implement a path of economic restructuring to create a diversified and growing economy with equity and environmental protection. This will be a difficult process and will require careful guidance since several of the economies confront a number of challenges: sustained real exchange-rate appreciation (except for the Bahamas), limited fiscal space due to excessive public debt and the twin deficits (fiscal and current account) recorded in recent years (except in Suriname and Trinidad and Tobago). In addition, while the investment to GDP ratio of many Caribbean countries is relatively high, the productivity of investment has been generally low.

The small size of their local markets makes it imperative for Caribbean countries to redouble integration efforts, both within and outside the Caribbean Community (CARICOM). These economies must without delay exploit opportunities under the Economic Partnership Agreement (EPA) between CARIFORUM (CARICOM plus the Dominican Republic) and the European Union, the proposed free trade agreement with Canada and similar agreements with Central and South America.

The new international situation would be rendered more complex by the need to set targets for adapting to, and mitigating, the already visible impacts of climate change. Caribbean States are extremely vulnerable to the vagaries of climate change as most of their infrastructure and income-generating activities are situated in coastal areas. Increased temperature, changes in precipitation and sea level rise are expected to result in inundation of coastal areas, damage to coastal, marine and agricultural resources and decreased resilience to extreme events. Damage to tourism, health and agriculture may impact significantly on the GDP of Caribbean States, resulting in a reduction in the availability of financial resources for development as well as a lower standard of living. Concomitant with this would be the threats to human security, which would place an additional strain on finite resources and social infrastructure. Furthermore, the cumulative impacts of damage from natural disasters and their economic and social costs cannot be ignored, as the situation would be compounded by the greater intensity of extreme events resulting in more widespread impacts.

In this context, as the attendant social and environmental problems increase, the achievement of the Millennium Development Goals (MDGs) and other internationally-agreed development goals must be pursued in order to create opportunities for reducing poverty and inequality as well as strengthening

gender equity. The challenge for the subprogramme would be to demonstrate that these goals are an integral part of the process of economic and social restructuring, identify prevailing resource gaps and propose policy solutions.

The aim of the proposed activities is to contribute to the attainment of the objective of the subprogramme in the medium term and to achieve the expected results of a more specific nature during the biennium; this will be measured using the indicators of achievement described below.

Logical framework of the subprogramme:

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**Objective of the Organization:** To achieve economic transformation, social resilience and environmental sustainability in the Caribbean subregion and enhance the subregion's cooperation with Latin America

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Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacities of policymakers from countries in the subregion to formulate, implement and monitor measures to overcome development challenges and promote economic diversification and social transformation	(a) (i) Increased number of government institutions, policy makers and stakeholders from the private sector and academia acknowledging that they have benefited from ECLAC products and services to promote economic development and social transformation  (ii) Increased number of countries which, in formulating or adopting policy measures in the areas of economic and social development, trade and the environment, take ECLAC recommendations into account
(b) Enhanced capacity and technical expertise in countries of the subregion to follow-up on the major international agreements in the economic, social and environmental fields, including the follow-up to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	(b) (i) Increased number of policies, programmes and measures adopted to follow up on the major international agreements in the economic, social and environmental fields including the follow-up to the Mauritius Strategy in line with ECLAC recommendations  (ii) Increased number of government institutions and other stakeholders acknowledging that they have benefited from ECLAC technical cooperation in follow-up to the major international agreements in the economic, social and environmental fields, including disaster risk management and the follow-up to the Mauritius Strategy
(c) Enhanced capacity of Caribbean Governments and institutions to promote intra- and interregional cooperation and integration	(c) (i) Increased number of Caribbean institutions and Governments taking action to promote intra- and interregional cooperation and integration in line with ECLAC recommendations  (ii) Increased number of regional initiatives adopted to promote intra- and interregional cooperation and integration reflecting ECLAC technical inputs

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## Strategy

Responsibility for the implementation of the subprogramme rests with the ECLAC Subregional Headquarters for the Caribbean, which will work in close coordination with ECLAC divisions and other ECLAC offices. The strategy applied by the subprogramme will focus on continuing to provide technical secretariat services and support to the Caribbean Development and Cooperation Committee (CDCC) as a subsidiary body of ECLAC in enhancing its relevance and role in guiding the work of the Subregional Headquarters to assist the countries of the subregion in the follow-up and fulfillment of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States. Efforts under this subprogramme will also seek to facilitate the active engagement of countries of the subregion in the follow-up to global conferences and to establish comprehensive frameworks for monitoring, evaluating and reporting on progress made and gaps in the achievement of the Millennium Development Goals and other internationally agreed development goals.

The ECLAC Subregional Headquarters for the Caribbean will provide effective policy guidance to Caribbean countries and reorient its priorities to better respond to the evolving economic, social and environmental processes and thus make the subregion less vulnerable to external shocks. Specialized advisory and technical cooperation services will be provided, and workshops and seminars will be held to facilitate horizontal cooperation, networking, sharing of successful experiences in the design of intervention activities that recognize the individual needs of each country and seek to advance common policy solutions. Moreover, priority will be given to the development of frameworks for modelling and projections and to facilitating monitoring and implementation of trade flows, and economic and social development. Emphasis will be placed on strengthening national and regional capacities for monitoring and reporting progress, fostering evidence-based social policy formulation, and supporting cooperation and coordination with other subregional institutions to deliver services and analysis for the Caribbean countries in a coherent manner.

The main users of the outputs of the subprogramme will be the authorities, Government officials and technical staff from public institutions of the Caribbean subregion. Other users will include public, private and civil society bodies responsible for the design and management of sustainable development programmes, policies and projects.

The subprogramme will work closely with the Secretariat of the Caribbean Community (CARICOM), the Caribbean Development Bank, the Caribbean Community Climate Change Centre (CCCCC), and the Secretariat of the Organization of Eastern Caribbean States (OECS) among others. The subprogramme will also continue its collaboration with United Nations specialized agencies, programmes and funds, in addition to other interested parties, in order to refine methodologies for producing population estimates and projections and assessing vulnerability and disaster impacts.

Collaboration with bilateral and multilateral cooperation partners will be enhanced in order to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries. Emphasis will be placed on issues such as ageing, gender equality, migration and population mobility, the socio-economic consequences of population dynamics, climate change and disaster risk reduction.

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

### External factors

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

(a) The rapport and trust between ECLAC and the key national stakeholders are maintained and strengthened.

(b) There is strengthened collaboration and cooperation among regional and international organizations operating in the subregion.

(c) The adverse impact of global threats on the subregion, including changes in the social and economic environments, is limited and does not further undermine the achievement of the expected outcomes of the subprogramme.

### List of activities

#### Subject area 13.1: Economic development

##### 1. Substantive servicing of meetings

###### Intergovernmental meetings

(i) One session of the Caribbean Development and Cooperation Committee (CDCC) (high correlation with expected accomplishments 1, 2 and 3).

(ii) One meeting of the Monitoring Committee of the Caribbean Development and Cooperation Committee (high correlation with expected accomplishments 1, 2 and 3).

(iii) High-level meeting on monitoring the impact of the CARIFORUM/European Union Economic Partnership Agreement (high correlation with expected accomplishments 1, 2 and 3).

(iv) Annual high-level development policy seminars (high correlation with expected accomplishments 1, 2 and 3).

###### Ad-hoc expert group meetings

(i) Expert group meeting on modelling methodologies and practices in the Caribbean (high correlation with expected accomplishment 1).

(ii) Expert group meeting on the costing modelling for the Millennium Development Goals (high correlation with expected accomplishments 1 and 2).

##### 2. Recurrent publications

(i) Annual publication of the *Caribbean Development Report* (two issues in the biennium) (high correlation with expected accomplishments 1 and 2).

(ii) Annual publication of the *Economic Survey of the Caribbean* (two issues in the biennium) (high correlation with expected accomplishment 1).

### 3. Non-recurrent publications

(i) Development of a comprehensive framework for macroeconomic modelling, forecasting and scenario-building to guide policy options with respect to public expenditure, growth and efficiency; Millennium Development Goal costing and analysis; economic restructuring, sectoral investment, growth and distribution; market instruments, climate change impacts and natural resource use; and financial services and the creative industry (high correlation with expected accomplishments 1 and 2).

(ii) An analytical and practical framework, combined with a comprehensive report on monitoring progress in the implementation of trade and development cooperation agreements in the Caribbean (high correlation with expected accomplishments 1 and 3).

### 4. Other substantive activities

#### Technical materials

(i) Updating and maintenance of the trade statistics databases (moderate correlation with expected accomplishment 1).

(ii) Preparation of a policy brief on the evolution and regulation of real exchange rates and policy actions in the Caribbean (high correlation with expected accomplishment 1).

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

(i) Publication of the quarterly bulletin *UN Focus on the Caribbean* (eight issues in the biennium, in English only) (moderate correlation with expected accomplishments 1, 2 and 3).

(ii) Publication of a semi-annual brochure on CaribTrade database (in English only) (moderate correlation with expected accomplishments 1 and 3).

### 5. Advisory services

Provision of technical cooperation and assistance, upon request, to countries with respect to macroeconomic policy issues, including trade and integration, investment and sectoral policies (high correlation with expected accomplishment 2).

### 6. Training courses, seminars and workshops

Conduct of a training workshop on the use of a trade software developed by ECLAC (high correlation with expected accomplishment 1).

### 7. Technical cooperation projects

During the biennium, it is expected that projects will be under way in the following areas: monitoring the impact of the CARIFORUM/European Union Economic Partnership Agreement; contribution of remittance flows to Caribbean development (high correlation with expected accomplishments 1 and 3).

8. Intermediate activities

Contributions to the texts of the *Preliminary Overview of the Economies of Latin America and the Caribbean*, *Latin America and the Caribbean in the World Economy*, and the *Economic Survey of Latin America and the Caribbean* (high correlation with expected accomplishment 1).

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

Subject area 13.2: Sustainable Development

1. Substantive servicing of meetings

Ad-hoc expert group meetings

(i) An expert group meeting on the tourist industry in the Caribbean, in collaboration with the Association of Caribbean States (high correlation with expected accomplishment 1).

(ii) High-level technical meeting on energy, climate change and new technologies in the Caribbean (high correlation with expected accomplishments 1 and 2).

(iii) An expert group meeting on the review of the damage and loss assessment methodology, climate change and disaster risk reduction (high correlation with expected accomplishments 1 and 2).

(iv) Two expert group meetings of the Technical Advisory Committee of the Regional Coordinating Committee (RCM) to facilitate the periodic review of the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (high correlation with expected accomplishment 2).

2. Non-recurrent publications

(i) A study on the macroeconomic, social and environmental impacts of natural disasters and vulnerability analysis of Caribbean small island developing States, with specific reference to their gender implications and follow-up implementation of the Programme of Action for the Sustainable Development of Small Island Developing States/MSI (high correlation with expected accomplishments 1 and 2).

(ii) Analysis of the status of clean development mechanisms, new technologies, energy efficiency and renewable energy technologies with respect to development and greenhouse gas emissions reduction in the Caribbean (high correlation with expected accomplishments 1 and 2).

(iii) A study to determine the current economic and social contributions of the tourism sector in selected Caribbean countries taking account of climate change and gender differentiated impacts of adjustments (high correlation with expected accomplishment 1/moderate correlation with expected accomplishment 2).

### 3. Other substantive activities

#### Technical materials

Updating and maintenance of the sustainable development databases and electronic information platform for Caribbean small island developing States (high correlation with expected accomplishment 2).

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

(i) Preparation of a policy brief on energy and climate change (high correlation with expected accomplishment 2).

(ii) Preparation of public education material and information on sustainable development, tourism, energy and climate change (moderate correlation with expected accomplishment 2).

### 4. Advisory services

Provision to countries of the subregion, upon request, of technical cooperation with respect to policies oriented to promote disaster risk reduction, climate change mitigation and environmental technologies in the Caribbean (high correlation with expected accomplishments 2 and 3).

### 5. Training courses, seminars and workshops

A training workshop on the use of the methodology for assessment and evaluation of natural disasters, to be conducted jointly with OECS, the Caribbean Disaster Emergency Management Agency (CDEMA), and the University of the West Indies (moderate correlation with expected accomplishment 2).

### 6. Technical cooperation projects

During the biennium, it is expected that projects will be under way in the areas of review of the economics of climate change in the Caribbean (high correlation with expected accomplishment 3).

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

## Subject area 13.3: Statistics and social development

### 1. Substantive servicing of meetings

(i) Expert group meeting on projecting population structures and social safety nets (high correlation with expected accomplishment 2/moderate correlation with expected accomplishments 1 and 3).

(ii) Expert group meeting on social development and the status of Millennium Development Goal monitoring and reporting in the Caribbean (high correlation with expected accomplishments 1 and 2).

(iii) Expert group meeting to disseminate findings of statistical surveys in the Caribbean (high correlation with expected accomplishments 1 and 2).

(iv) Expert group meeting on unpaid work in the Caribbean (high correlation with expected accomplishment 2).

2. Recurrent publications

(i) Abstracts of major statistical publications of Caribbean countries (two issues in the biennium) (moderate correlation with expected accomplishment 2).

(ii) Women and Development Bibliography (high correlation with expected accomplishments 1 and 2).

3. Non-recurrent publications

(i) Assessment of the current state of population forecasting, demographic change and estimations of pension, health and social safety net costs in the Caribbean (moderate correlation with expected accomplishments 1 and 2).

(ii) Assessment of major challenges to social development in the Caribbean and the status of monitoring and reporting on the Millennium Development Goals (high correlation with expected accomplishments 1 and 2).

(iii) Analysis and dissemination of the main policy findings of statistical surveys and data gathering exercises in the Caribbean (high correlation with expected accomplishment 1/moderate correlation with expected accomplishment 2).

(iv) Analysis of the situation with respect to unpaid work in the Caribbean (high correlation with expected accomplishment 1/moderate correlation with expected accomplishment 2).

4. Other substantive activities

Technical materials

Updating and maintenance of statistical and survey databases (Selected statistical indicators online database, household survey data sets, database on women and men in decision-making, Caribbean Millennium Development Goals information (indicator meta data database) (high correlation with expected accomplishment 2/moderate correlation with expected accomplishments 1 and 3).

Booklets, fact sheets, wall charts, information kits

Publication of a semi-annual REDATAM Informa (moderate correlation with expected accomplishments 2 and 3).

5. Advisory services

Provision of technical cooperation support to countries, upon request, in the areas of statistics, demography, gender, migration and evidence-based social policy formulation (high correlation with expected accomplishments 1, 2 and 3).

6. Training courses, seminars and workshops

(i) Seminar for directors of censuses to share experiences on recently conducted 2010 round of population and housing censuses (moderate correlation with expected accomplishment 2).

(ii) Subregional training workshop for national women's/gender machineries and national statistical offices in the development of gender indicators and the collection of data on gender, in collaboration with the CARICOM Secretariat and United Nations agencies (high correlation with expected accomplishments 1 and 2).

7. Technical cooperation projects

During the biennium, it is expected that projects will be under way in the following areas: Millennium Development Goals, International Comparison Programme (ICP) (high correlation with expected accomplishments 1, 2 and 3).

8. Intermediate activities

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

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

Subject area 13.4: Knowledge and information management

1. Ad-hoc expert group meetings

Expert group meeting on knowledge management and innovations systems as a means of increasing competitiveness and value added in regional trade (high correlation with expected accomplishments 1 and 3).

2. Non-recurrent publications

(i) A regional report on monitoring information societies and implementation in the Caribbean of the Plan of Action for the Information Society in Latin America and the Caribbean, eLAC 2007 and the outcomes of the World Summit on the Information Society (high correlation with expected accomplishments 1 and 2).

(ii) A study on knowledge management and innovations systems (high correlation with expected accomplishments 1 and 2).

3. Other substantive activities

Technical materials

(i) Updating and maintenance of online resources, including the Caribbean Knowledge Management Centre databases and portal, and the website of the subprogramme (moderate correlation with expected accomplishment 1).

(ii) Design and implementation of an e-learning framework to support the delivery of capacity-building interventions (moderate correlation with expected accomplishment 2).

4. Advisory services

Provision of technical cooperation assistance, upon request, to countries with respect to national strategies, capacity-building and policies on information and communications technologies (ICT) and knowledge management for development (high correlation with expected accomplishments 1 and 2).

5. Training courses, seminars and workshops

Conduct a training workshop on the implementation of a knowledge management strategy (high correlation with expected accomplishment 1).

6. Technical cooperation projects

During the biennium, it is expected that projects will be under way in the following area: monitoring of the Caribbean information societies (high correlation with expected accomplishment 2).

7. Intermediate activities

Provision of inputs for ECLAC databases on ICT and knowledge economies indicators, including integrated follow-up to the plans of action of the World Summit on the Information Society and eLAC (high correlation with expected accomplishment 2).

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



## Annex

**TYPES OF ACTIVITIES**1. Substantive servicing of meetingsIntergovernmental meetings

Organization of meetings of the representatives of Government institutions in the member countries to consider a specific topic relevant to the work of those bodies. In most cases, they refer to the meetings of the subsidiary bodies of the Commission. ECLAC will prepare a report or substantive document on the subject in question. In others, the Commission's participation will be confined to the execution of the specified activities.

Ad-hoc expert group meetings

Meetings of specialists from outside the United Nations system for the purpose of providing advisory assistance to the Executive Secretary of ECLAC in respect of a specific subject. The Commission usually prepares a report or substantive document on the topic in question to serve as a basis for the discussion.

2. Recurrent publications

Studies published by ECLAC at regular intervals specified in advance in the secretariat's publications programme, such as the *Economic Survey of Latin America and the Caribbean* and the *Social Panorama of Latin America*.

3. Non-recurrent publications

Studies which are published by ECLAC in accordance with its publications programme but which do not appear on a regular basis.

4. Other substantive activitiesTechnical materials

Information contained in databases, computer programs and other media which may be used in the production of the final outputs of scheduled activities but which are not themselves classified as outputs.

Booklets, fact sheets, wall charts, information kits

All those outputs whose purpose is to disseminate information on the activities of ECLAC. Examples include pamphlets, information notes and press releases, exhibition posters and visual materials, filmed and videotaped documentaries, material for radio broadcasts, guided tours and special events.

5. Advisory services

Provision of technical cooperation services to member countries at their request.

6. Training courses, seminars and workshops

Specialized training seminars and courses organized and held for the benefit of member countries.

7. Technical cooperation projects

Technical cooperation projects which are expected to be implemented during the biennium.

8. Intermediate activities

Any activity whose results may be used in the production of final outputs.