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

La Antigua (Guatemala), 20 June 2014

**TOWARDS A REGIONAL PLANNING AGENDA THAT TAKES INTO ACCOUNT  
THE PROSPECTIVE POST-2015 DEVELOPMENT AGENDA**

Concept note



## 1. Background and summary

The Latin American and Caribbean Institute for Economic and Social Planning (ILPES) of the Economic Commission for Latin America and the Caribbean (ECLAC) supports member States in their efforts to strengthen their competencies in planning and public administration, in particular through human resources training. The Institute, as the convener of the planning authorities of all countries, is in a privileged position as an observer of public administration and of management for development in the region. Taking advantage of this quality, ILPES performs two key functions: (i) it operates as a knowledge management centre for planning for economic, social and environmental development; and (ii) it builds capacity to strengthen public administration. To this end, the Institute works in close collaboration with the other ECLAC divisions, subregional headquarters and national offices, capitalizing on their vast pool of knowledge, data and analyses relating to the major challenges facing economic, social and environmental development in Latin America and the Caribbean

This note is submitted for consideration by the Presiding Officers of the Regional Council for Planning of ILPES. It contains a medium-term proposal for identifying common elements in the development plans of the countries of Latin America and the Caribbean and evaluating how they tie in with the discussions relating to the prospective post-2015 development agenda, the aim being to foster regional cooperation and strengthen planning and its contribution to development. The proposal falls within the framework of the resolutions adopted at the fourteenth meeting of the Regional Council for Planning (Brasilia, November 2013) and those adopted by the Economic Commission for Latin America and the Caribbean (ECLAC) at its thirty-fifth session (Lima, May 2014), and responds to the guidelines handed down by the Presiding Officers of the Council under the chairmanship of Ecuador and Guatemala.<sup>1</sup> The proposal seeks to strengthen the role of the Regional Council for Planning as a permanent forum for dialogue, consultation and exchange between the planning authorities of Latin America and the Caribbean in order to consolidate the impact of planning on the region's public policy agenda. The proposal will give rise to three complementary outcomes to be developed by ILPES:

- (i) A collective plan of action on issues relating to a regional vision of development planning (poverty eradication, reduction of inequalities, sustainable development, regional information systems, including the new development metric, among others), in keeping with the convergence of the planning agendas of networks such as the Latin American and Caribbean Network of Development Planning (REDEPLAN), the Council of Planning Ministers of the countries of the Central American Integration System (CONPLAN-SICA), the Network of National Public Investment Systems of Latin America (RedSNIP) and other networks now being developed such as the Red de Prospectiva y Política Pública.
- (ii) A publication on the status of and prospects for regional development planning in support of and as a complement to the plan of action and which incorporates: (a) A diagnostic analysis of the common elements of the development plans of the countries, their legislation, periodicity, goals, instruments, approaches and methodologies, among other factors; (b) a comparative analysis of the plans, which identifies, among other things, the biases, specificities and cross-cutting issues of the post-2015 development agenda; and (c) a proposal that establishes challenges and standards for the construction of a regional planning agenda for development.

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<sup>1</sup> See resolutions adopted at the fourteenth meeting of the Regional Council for Planning (Brasilia, November 2013); and resolution 679(XXXV), adopted at the thirty-fifth session of ECLAC (Lima, May 2014).

- (iii) A repository of development plans (currently being constructed), which will contain a set of development plans, programmes and agendas and will feature smart search and analysis systems. The repository will be a compilation of the very extensive stock of planning programmes and agendas of the countries in the region and will have the capacity to procure information on common development objectives, instruments and the scope thereof and will function as a system for monitoring the objectives of these instruments using a balanced scorecard and a dashboard.

The note consists of four sections. Section 2 presents a brief account of planning trends and developments in Latin America and the Caribbean in recent years, which underscores the resurgence of planning as a public policy instrument for development and highlights the construction of visions for the future and the efforts of authorities and citizens to ensure that planning is exercised in a more democratic and participatory manner. Section 3 discusses the relevance of the regional approach to planning, which advocates a long-term vision and links it with the post-2015 development agenda. The principal points of a plan of action are then presented in section 4 with a view to the establishment of a regional planning platform for development in Latin America and the Caribbean, aimed at what may be termed a regional planning system. The note concludes with an annex, which outlines the contents of the document on regional planning and the characteristics, objectives and applications of the repository.

## **2. Trends in planning**

Planning in Latin America and the Caribbean has undergone far-reaching changes in the past decade; it has been reinstated as a development strategy instrument and its functions have been modernized and adapted to political, institutional, economic and social conditions that differ vastly from those that prevailed half a century ago. The resurgence of interest in planning is part and parcel of the advancement of democracy, demonstrated by growing citizen participation in public matters and in the planning and construction of sustainable development scenarios, characterized by enhanced social well-being. The consolidation of public accounts and the windfall revenue from the commodities boom opened up opportunities for adopting a fiscal policy more in keeping with development goals and not constrained by short-term concerns, and this has been conducive to long-term planning in which public investment plays a crucial role.

While each country undertakes planning and builds its own vision of the future with different tools and objectives, there are some common denominators in national programmes which give an indication of the direction towards which the planning objectives are oriented. ECLAC, through ILPES, is conducting an exercise to monitor planning practice in the region. This exercise identifies stylized facts, along with the emphasis and common characteristics observed in government plans and development agendas and these are summed up below.<sup>2</sup>

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<sup>2</sup> For further detail, see Marianela Armijo, “Planes nacionales de desarrollo”, Santiago, Chile, ILPES, 2011, unpublished; Jorge Leiva Lavalle, “Pensamiento y práctica de la planificación en América Latina”, *Gestión Pública series*, No. 75 (LC/L.3465-LC/IP/L.314), Santiago, Chile, ECLAC, 2012; ILPES, *Planning for Development and Regional Integration. Medium-term strategic proposal for ILPES cooperation with the countries of Latin America and the Caribbean* (LC/L.3690(CRP.14/4)), Santiago, Chile, 2013; ILPES, *Panorama del desarrollo territorial en América Latina y el Caribe 2012* (LC/W.543), Santiago, Chile, ECLAC, 2012; ILPES, *Panorama de la Gestión Pública en América Latina*, Santiago, Chile, ECLAC, 2014, forthcoming; Mauricio Cuervo and Jorge Máttar, “Planificación para el desarrollo en América Latina y el Caribe: regreso al futuro. Informe de los Diálogos Ministeriales de Planificación”, *Gestión Pública series*, forthcoming, 2014. A summary of this report was

**(a) Planning strategy, processes, institutions and stakeholders**

- The Millennium Development Goals represented structured guidelines for medium-to-long-term plans and programmes; the current discussion on the post-2015 development agenda is an opportunity to harness this process as the expression of social participation and collective action in order to renew commitments, agree on new objectives of relevance to the region, frame them in the national, local and sectoral planning entities and strengthen cooperation in order to construct a regional agenda in line with the international commitments assumed by the countries of the region;
- The revival of the role of the State and public administration whereby planning takes on a prominent role as an instrument for change, and ensures that public policies are imbued with rationality, integration and consistency;
- Results-based management, linked to the budget, is promoted and the involvement of civil society and other actors in fulfilling the plans is encouraged;
- Since only modest headway has been made in coordinating the plan and the budget, policymakers are urged to strengthen this link with a medium- and long-term vision and to establish new and better transparency and accountability mechanisms;
- Progress has been made with electronic government and open government, geared to achieving higher levels of efficiency, effectiveness and transparency in the provision of public services as well as to strengthening participation and collaboration of citizens in public matters.

**(b) Subject, targets and results of planning**

- Most countries establish per capita GDP growth targets and employment targets, reasserting the need to prioritize real equilibria (GDP, employment, real wages) without neglecting nominal elements (inflation, interest rates, exchange rates) with an approach based on the (social, economic and environmental) sustainability of the process;
- Strong emphasis is placed on the goals of equality, social cohesion and poverty alleviation, strengthening the perspective of a comprehensive approach to development;
- Targets relating to citizen security are included, reflecting the concern of populations and Governments with issues relating to violence and crime, ;
- Targets relating to the tax burden and tax structure are established, in recognition of the need to increase fiscal revenues in order to strengthen the redistributive functions of the State;
- The growth of public investment in infrastructure, unlike the trend in the 1980s and 1990s, makes this a strategic instrument of planning for development, with enhanced feasibility thanks to the consolidation of public finances.

The Millennium Development Goals acted as an impetus for planning in the past decade insofar as they established commitments that covered medium and long-term horizons. From 2005 to 2013, ECLAC acted as a coordinating institution for various inter-agency initiatives conducted with the rest of the United Nations system in Latin America and the Caribbean, which enabled these entities to measure

the advances of the countries of the region towards fulfilment of general or specific targets.<sup>3</sup> However, the Goals exhibited some weaknesses linked to the low levels of participation in defining the goals, targets and indicators, which overlooked key elements for the development agendas of countries, in particular those of Latin America and the Caribbean.<sup>4</sup>

Discussion of the post-2015 development agenda provides a larger time slot and physical space than did the Goals; moreover, it is broader and more inclusive, which adds to the complexity of the process of agreeing on the objectives, targets and indicators of what might constitute the sustainable development goals. Irrespective of the final arrangement adopted for the sustainable development goals, targets and indicators, these goals will serve as a new frame of reference in order to give content and guidance to national development agendas and to what could serve as the outline for a Latin American and Caribbean agenda for planning sustainable development; this, in turn, would be useful for planning CELAC commitments, in particular for the medium and long terms.

### 3. The regional perspective in development planning

Between 2010 and 2014, ECLAC established an integrated vision of development in Latin America and the Caribbean —referred to as the trilogy of equality since it was embodied in three key documents— which interweave the economic, social and environmental dimensions with equality as the long-term goal. In *Time for Equality: Closing Gaps, Opening Paths* (2010), ECLAC highlighted the fact that equality and economic growth are not a contradiction in terms, the idea is to equalize in order to grow and grow in order to equalize, with policy as the key instrument within the framework of a new equation involving the State, the market and society. In order to achieve a greater degree of equality, the document *Structural Change for Equality: An Integrated Approach to Development* (2012) placed emphasis on the need to shift towards production sectors with higher knowledge content and taking into consideration environmental sustainability, while more productive employment with rights would play a central role as the master key for equality. Lastly, ECLAC presented the document *Compacts for Equality: Towards a Sustainable Future* (2014), in which it reaffirmed the need to promote social compacts that will enable Latin America and the Caribbean to grow in the economic sphere, as well as the need to guarantee the rights of persons on the basis of medium-term policy agreements. In order to achieve this objective in the region, the challenges that arise must be tackled with a strategy that maintains growth but which, at the same time, follows the path of structural change, underpinned by a medium-to-long-term vision that calls for: (i) modern, participatory, inclusive planning, based on exercises for constructing future scenarios with broad-based support and citizen participation; (ii) accountable and transparent public management geared to effective and efficient development; and (iii) public management that interlinks and coordinates the different government levels and sectors.

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<sup>3</sup> *Achieving the Millennium Development Goals with Equality in Latin America and the Caribbean* (2010); *Millennium Development Goals: progress in the environmental sustainability of development in Latin America and the Caribbean* (2010); *Millennium Development Goals: progress towards the right to health in Latin America and the Caribbean* (2008); *Millennium Development Goals: a Look at Gender Equality and Empowerment of Women in Latin America and the Caribbean* (2006); *The Millennium Development Goals: A Latin American and Caribbean Perspective* (2005).

<sup>4</sup> For example, initially, the Millennium Development Goals did not take into account the dimension of inequality or indicators of economic growth and employment, all of which are crucial for development in Latin America and the Caribbean.

Normally, the regional dimension is not addressed in development planning in the countries of the region nor in the construction phases of the country approach, in the preparation of the plans and agendas or in the execution phase (one exception being the Plan for a Good Life of Ecuador). The absence of the international and regional dimension represents a weakness in national, sectoral and local competencies in the preparation of their respective plans. Mainstreaming the regional dimension in the design and monitoring of plans can enhance the local and national agendas, measure effects and impacts and promote mutual feedback. Thus, local or national planning can serve as the basis for designing and constructing the desired image of a more integrated, cohesive and prosperous region.

**(a) Construction of the future vision of Latin America and the Caribbean**

National development planning is an exercise that requires a considerable amount of time and today in order to gain legitimacy, it requires a broad consensus from citizens. The definition of a national vision can be extended to the Latin American and Caribbean sphere to shape a more prosperous, egalitarian, cohesive, integrated and solidarity-based region. Thus, it is essential to develop and strengthen regional thinking with a vision of the future. This is a diverse region, with a common history and cultural and linguistic affinities within a given physical space, made up of countries and territories. However, it is not the simple sum of these elements but a complex and dynamic system of economic, political and social interaction both within the region itself and between the region and the rest of the world. Hence, it would be particularly useful to have a joint vision and positions as these could be used both in multilateral negotiations (between Latin America and the Caribbean and the rest of the world) as well as in bilateral interactions (between an individual Latin American or Caribbean country and the rest of the world).

**(b) Planning for development at the Latin American and Caribbean level**

The countries of the region differ in terms of their political, ideological systems and methods and practices for achieving development. There is agreement as regards the targets but widely differing approaches for attaining them. Sharing a vision for the future of the region as a whole would be of mutual benefit for the countries. In various areas of Latin American and Caribbean development, an approach based on the regional dimension is appropriate not only for national, sectoral or local plans, but also for integrating the three dimensions simultaneously. Planning can be a useful instrument in support of these efforts. Moreover, if, as stated by ECLAC,<sup>5</sup> the basic development objective is to close gaps, a long-term vision rooted in planning and the essence thereof should be adopted and could be successfully underpinned by regional cooperation.<sup>6</sup>

**(c) Prospective analysis and a vision for the future: towards a more closely integrated region**

At least 12 Governments of as many countries in the region recently implemented a number of diverse exercises of future visions which attest to the interest in using long-term approaches to steer

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<sup>5</sup> See ECLAC, *Time for Equality: Closing Gaps, Opening Trails* (LC/G.2432(SES.33/3)), Santiago, Chile, 2010; *Structural Change for Equality: An Integrated Approach to Development* (LC/G.2524(SES.34/3)), Santiago, Chile, 2012; and *Compacts for Equality: Towards a Sustainable Future* (LC/G.2586(SES.35/3)), Santiago, Chile, 2014.

<sup>6</sup> The following are examples of development challenges that may be addressed from a regional perspective and with an integrationist vision: climate change and management of the risks of natural disasters; international migration; citizen security; natural resource governance; the development of economic and social infrastructure; trade and integration in global value chains and global production networks; innovation and technological development; cross-border development and integration; and strategies for attracting foreign direct investment.

public policy decisions.<sup>7</sup> Nevertheless, an overall Latin American and Caribbean approach is conspicuous by its absence.<sup>8</sup> Medium and long-term scenarios which project not only the desired image of the country but also the modes of integration in the region and in the rest of the world (open regionalism) could usefully be incorporated in these prospective exercises as well as in prospective analysis of the region as a whole.

**(d) Planning and the sustainable development goals**

The post-2015 development agenda is a guiding principle for regional, national and local agendas in Latin America and the Caribbean. Adapted to the realities of countries, with various priorities and emphases, the post-2015 development agenda and the new sustainable development goals that will be agreed will operate as core elements of these long-term development agendas and, in this way, will help to strengthen regional integration and cooperation.

**4. Planning for development in Latin America and the Caribbean:  
plan of action for a regional agenda**

On the basis of the foregoing, a draft plan of action for the establishment of a regional platform for planning for development and integration in Latin America and the Caribbean is submitted at this twenty-fourth meeting of the Presiding Officers of the Regional Council for Planning. It consists of a set of instruments and tools which will constitute a prototype of a system of regional planning.

This draft is presented pursuant to the resolutions adopted by the Regional Council for Planning at its fourteenth meeting, held in Brasilia in November 2013, and those adopted by the Commission at its thirty-fifth session; it derives from earlier discussions held and agreements reached with the Presiding Officers (chaired by Ecuador and Guatemala) and provides inputs for the follow-up to subparagraph I.2 of the Montego Bay Action Plan, adopted at the Ministerial Meeting of Latin America and the Caribbean on Integration and Development (CALC), held in Montego Bay, Jamaica, on 6 November 2009; the objective is to deepen regional integration and establish effective commitments for joint action. At the same time, in order to give content and support to the programme of work, ILPES will design the contents of a publication on regional planning and set up the repository referred to in section 1, as outlined in the annex.

The political forum afforded by the Regional Council for Planning is the ideal opportunity for strengthening integral planning in Latin America and the Caribbean, using a regional approach, in order to adopt a shared agenda for regional development planning as part of the agendas and processes leading up to the meetings of the Regional Council for Planning and CELAC to be held towards the end of 2015.

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<sup>7</sup> See L.M. Cuervo and L. A. Rodríguez, “Visiones de desarrollo y planeación de largo plazo en América Latina y el Caribe: Notas a partir de experiencia de cuatro países”, *Gestión Pública series*, Santiago, Chile, ECLAC, forthcoming, 2014.

<sup>8</sup> Bitar documents a number of studies on future visions of the world conducted in the United States, Europe, China and South Asia, which pay scant attention to the region (see Sergio Bitar, “Las tendencias mundiales y el futuro de América Latina” *Gestión pública series*, No. 78 (LC/L.3681), Santiago, Chile, ECLAC, January 2014). The region must as a matter of priority monitor these mega-trends, incorporate them in its planning and development strategies and the Governments must build or strengthen capacities in prospective analysis and long-term planning.



**(a) Towards a plan of action for planning for regional development: basic principles and objectives**

The following principles and basic objectives are proposed for a plan of action for the establishment of a regional planning platform for development and integration in Latin America and the Caribbean:

- (i) Consolidate the resurgence of planning in government agendas, building on the attachment of the countries of the region to two of its characteristics: its participatory nature and the decentralized approach. This task should sum up citizens' expectations, in a process in which all levels of government can be represented as a centre-periphery cooperative exercise between the government and its citizens, with communication in both directions and without supremacy of one level over the other. ECLAC, through ILPES, is the most appropriate institution for promoting the sharing of positive experiences in these areas.
- (ii) Foster regional planning, not only on the basis of local and national planning approaches but also through an integrated view of public policy, of shared ambitions, of a shared vision of the region. The road map that ECLAC has plotted, with its trilogy of documents that place equality at the centre, is one of the elements underpinning the regional proposal for planning for development. The path chosen for development must be accompanied by a programmatic or technical vision and based on an institutional and policy discussion capable of advancing social compacts; these must find expression in the Latin American and Caribbean sphere: a new compact for the future of Latin America and the Caribbean.<sup>9</sup>
- (iii) Build a long-term vision for the region. This will require further prospective studies with robust methodologies and technical working tools. Bearing in mind that the region is a mosaic of social and economic realities, a collective plan of action, based on a shared vision of development, must encompass issues such as poverty eradication, the reduction of inequalities and the promotion of sustainable development. The socio-geographical and geopolitical approaches are essential components of the overall, long-term vision of the region, which must reflect this rich diversity. Prospective studies are the ideal instrument for constructing future scenarios and the indispensable complement for ensuring the feasibility and effective realization of the desired future is planning.<sup>10</sup>

**(b) Preliminary considerations and questions on the plan of action: definition and agreement on the scope and levels of analysis**

The scope and levels of analysis proposed for the plan of action are detailed below:

- (i) Construction and consolidation of a regional (Latin American and Caribbean) vision of development: What are the characteristics that define Latin America and the Caribbean

<sup>9</sup> See *Compacts for Equality: Towards a Sustainable Future*, (LC/G.2586(SES.35/3)), Santiago, Chile, 2014, presented by ECLAC at its thirty-fifth session in Lima in May 2014.

<sup>10</sup> As proposed by Alonso Concheiro, ("Prospectiva y planeación", paper presented at the International Seminar on Planning Experiences in Latin America and the Caribbean, Lima, 2011) [online] <http://www.planperu2040.org/Cvista/docs/versiones/antonioalonso.pdf>, prospective analysis is reflection, whereas planning is action. If prospective analysis and planning are separated from decision-making, their proposals and outcomes are mere exercises of investigation and exploration and become irrelevant when used to direct management and public policy.

today? What is the essence of these characteristics? How does the region differ from other regions? What does it hope to achieve in the future? What are its aspirations for 2030: for example, a more prosperous region, free from extreme poverty, with a substantial decrease in inequality? In other words, does it aspire to being a more integrated and solidarity-based region, which will have succeeded in narrowing significantly its development gaps?

- (ii) The definition of a common plan of action for planning for development in Latin America and the Caribbean. What will the region need to do in order to realize this desired picture? What would be the role of planning, prospective analysis and public policymaking? How will cooperation and regional integration impact the process? How can the Regional Council for Planning and structural networks become involved in the process? How can instruments such as prospective analysis be used to manage change? How can proposals such as those outlined by ECLAC at its thirty-fifth session be implemented?

**(c) The role of the post-2015 development agenda: two vectors for strengthening regional planning for development and constructing the future we want**

In order to strengthen regional planning for development and constructing the future to which the region aspires, it will be necessary to consolidate, develop and coordinate the two vectors described below:

- (i) From the global level to the regional and national. What are the global guidelines and post-2015 development targets to be attained by 2030? How can they be transposed to the regional level, to each country and to each territory within each country? Is this always significant and meaningful? Must it be done? What can be proposed in terms of measuring development (a new metric)? How can we prioritize global agreements in relation to regional or national requirements? How can they be transformed into regional, national and local expressions?
- (ii) From the local level to the global, on the basis of the set of national and local development plans in which the visions of each country and locality are outlined. What steps can be taken at the national and local levels to prepare for the post-2015 development agenda? How can the sustainable development goals be mainstreamed into national and local planning?

## Annex 1

**PRELIMINARY PROPOSAL: CONTENTS FOR THE PUBLICATION  
ON REGIONAL PLANNING FOR DEVELOPMENT**

The contents to be addressed in each part of the document are outlined below.

*(i) Part I. Development and planning panorama for the twenty-first century*

Chapter I. Panorama and prospective analysis of global development and development in Latin America and the Caribbean

- Major trends, patterns and styles of development in Latin America and the Caribbean;
- Regional integration movements;
- Impact of the rapid pace of change, uncertainty and global volatility;
- New actors, disruptive innovation, new engines of growth that should operate in the region;
- As a result of the above factors, the need to promote long-term thinking must be promoted along with prospective analysis (reflection) and planning (action) in order to foresee impacts and gather the tools needed for constructing the future.

Chapter II. Planning for development in Latin America and the Caribbean

- Background and references to successful planning experiences in other region and within the region itself;
- Conceptual characterization of new planning for the twenty-first century: planning for development;
- Stylized facts and comparative analysis of the practice of planning for development in Latin America and the Caribbean on the basis of case studies of 12 countries that are representative of the region in terms of the practice of planning (see the description of the contents of the second part): summary, main findings, comparative analysis of pre-determined characteristics (for example the objectives and role of planning in development agendas, mainstreaming the Millennium Development Goals and the sustainable development goals, in the different levels of government; importance of long term and others);
- As a basis for comparison, consideration will also be given to the experience of countries from outside the region whose lessons learned can be useful for countries of Latin America and the Caribbean.

*(ii) Part II. Characteristics and stylized facts of the practice of planning in Latin America and the Caribbean*

The second part of the document will consist of approximately 12 case studies on the state of the art of planning for development in as many countries of the region. Each case study will follow a previously agreed model, with biases, ad hoc specificities and characteristics, following which comparative analyses will be conducted. In theory, the contents of each study will encompass the following issues:

#### Objectives, subject and substance of the planning

- Objectives and role of planning in the development agenda and in the public agenda;
- Linkages with regional integration and cooperation;
- Mainstreaming of the Millennium Development Goals and the sustainable development goals in plans and programmes;
- Importance of long term in the practice of planning (prospective analysis);
- Territorial dimension in national planning and national dimension based on local planning;
- Sectoral expressions of planning (agriculture, industry, services and others).

#### Institutional frameworks and planning instruments

- Legal and institutional framework for planning;
- Coordination between different echelons of government;
- Consideration of and coordination with the regional dimension;
- Planning methodologies, instruments and tools;
- Monitoring, follow-up and assessment of plans, policies, programmes and projects.

The selection of countries must be representative from the geopolitical and economic viewpoints; a previously agreed methodological approach will be sought with a view to facilitating comparisons between the cases under study and obtaining the broadest inferences possible that may be derived. The following studies are proposed:

- Mesoamerica: Costa Rica, Cuba, Dominican Republic, Mexico;
- English-speaking Caribbean: Jamaica and Trinidad and Tobago;
- South America: Argentina, Brazil, Chile, Colombia, Ecuador and the Plurinational State of Bolivia;
- Rest of world (as a basis for comparison): Republic of Korea and other Asian countries.

#### *(iii) Part III. Planning challenges: constructing a regional planning agenda for development and integration*

The contents of the first and second parts will serve to identify planning challenges, with special emphasis on the overall and regional Latin American and Caribbean dimension, that is, as an instrument for promoting development, integration and cooperation. This third part will include the preliminary drafts of the exercise initiated by ILPES, designed to construct a more integrated and cohesive strategic medium-term vision of Latin America and the Caribbean, with emphasis on the objective of closing development gaps.<sup>11</sup> The document concludes with the proposal of background information and constituent elements of the plan of action and regional planning agenda in order to move towards that desirable future, at the same time as it highlights the use of planning as the instrument par excellence for pushing forward the structural changes necessary for development with equality.

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<sup>11</sup> See ECLAC, *Prospectiva y desarrollo: el clima de la igualdad en América Latina a 2020 (LC/G.2579)*, “La hora de la igualdad” series, No. 4, 2013.

## Annex 2

**MANAGEMENT OF KNOWLEDGE ON PLANNING IN LATIN AMERICA AND THE CARIBBEAN: THE REPOSITORY OF DEVELOPMENT PLANS**

The repository of development plans will be a vehicle for the dissemination and analysis of advances in planning in Latin America and the Caribbean and an essential element for strengthening dialogue, fostering best practices and enabling planning authorities in the region to share experiences with each other and with those of other regions.<sup>12</sup>

ILPES presented a pilot version of the repository at the fourteenth Meeting of the Regional Council for Planning, held in Brasilia in November 2013; it was prepared for five countries with the aim of demonstrating the fundamental elements of the repository, namely: the concept of the service, a proposal of the principal value, priority functions, scope, target public and steps that must be followed in constructing it. The pilot repository was fed with information from 75 national, regional or sectoral agendas, plans, strategies or programmes from selected countries in the region and was prepared in order to display the potential that an instrument of this nature can have, by providing access, through a single virtual portal, to the national, subnational and sectoral plans, programmes and agendas of the countries of the region, as well as to facilitate advanced information searches in an accessible, clear and up-to-date manner and to permit the comparative analysis of plans, identification of best practices and sharing of experiences.

From November 2013 to June 2014, ILPES advanced a process to study the repository components on the basis of a survey of country needs. Throughout 2014, progress will be made in other phases and, in accordance with the planning implemented, it is hoped that a test version will be ready by December 2014. The contents of the final version are presented below.

**(a) Contents and applications of the digital repository of development plans**

- (i) Development programmes and plans of the countries of the region, identified by the length of time between medium and long term and by their characteristics: overall and sectoral;
- (ii) System of monitoring and follow-up indicators of the plans and programmes (e.g. *balanced scorecard*);
- (iii) Important plans and programmes of extraregional countries. For example, countries with similar characteristics or that face similar challenges to those of the region;
- (iv) Legislation and legal framework that govern planning in the countries. A compilation will be made of the norms and statutes that govern the planning function in each country and the place that this function occupies within the Governments' organization charts will be identified;

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<sup>12</sup> In terms of its basic architecture, a digital repository is a central digital site for the compilation, conservation and dissemination of an organization or institution's intellectual production.

- (v) Identifying, characterizing and analysing approaches, methodologies, tools and instruments of the planning exercise, at the general, sectoral and subnational level, with a view to obtaining inputs for monitoring and assessing plans and for cooperation and sharing of best practices;
- (vi) List of planning ministries and secretariats of the countries of the region, setting out their functions and areas of authority.

The repository of development plans will make up a knowledge management system for planning and as such a tool for promoting and foster the sharing of experiences, methodologies, best practices, and lessons learned and cooperation among peers, as well as for strengthening, diversifying and enriching the seminars, training sessions and workshops and networks in areas such as planning, prospective analysis, assessment (results, processes and impact), coordination, open government, public management and modernization of the public sector.

**(b) List of planning techniques, methods and approaches**

Pursuant to resolution XXXV 697, adopted by ECLAC at its thirty-fifth session, ILPES will develop a mechanism for compiling, analysing and proposing uses and methodological and technical applications adopted by the countries of Latin America and the Caribbean in the development of their planning processes. This effort will be geared to retrieving the experience accumulated by the different levels of government (national and subnational) in the region, contributing to their dissemination and subsequent development. The use of the list by the planners is expected to allow for the ad hoc application of the methodologies in accordance with each reality and context; this calls for detailed knowledge of their characteristics, weaknesses and strengths. The repository will house this list in one of its sub-sites along with search and smart access mechanisms in order to facilitate consultation and application of the information.