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PROGRAMME OF WORK OF ILPES, 2018-2019

Subprogramme 9: Planning of public administration¹

17-00909

¹ From the *Draft programme of work of the ECLAC system, 2018-2019* (LC/G.2665(SES.36/8)), adopted at the thirty-sixth session of ECLAC, Mexico City, 2016.

SUBPROGRAMME 9: PLANNING OF PUBLIC ADMINISTRATION

Presentation

Over the past decade, renewed State leadership has been pivotal in reducing poverty, extreme poverty and inequality, increasing the quantity and quality of jobs, and reducing inflation to single-digit figures in most countries in Latin America and the Caribbean. Civil society also has played a notable role by advocating high quality, transparent, and participatory public administration. Present and future development challenges remain considerable, and require States to strengthen their tools for the formulation and implementation of public policies, seeking to build public confidence and legitimacy by ensuring the quality and efficiency of public spending and investment.

The institutional capacity of governments —public administration— is forged through processes that reinforce governance systems and human capital in the public sector. Good public policies are complemented by, and require, strong public institutions. Planning is gathering impetus as a management tool that supports the building of development agendas and policies, a process in which the region's democratic progress has been key. Planning in the twenty-first century has novel characteristics: it is participatory and prioritizes comprehensive and sustainable development through medium- and long-term visions, with an emphasis on social progress. Gender mainstreaming is a particularly important element in planning and public management as it helps to reduce gaps in the three areas of autonomy: physical, economic and decision-making. Planning institutions are also evolving: new features include the incorporation of public opinion into the planning and implementation stages, efforts to improve quality and to measure the impact of public policies, the inclusion of the territorial dimension and its coordination with national and sectoral planning, as well as consideration of the future, which lends substance and meaning to development planning.

ECLAC currently holds a clear mandate from the countries of the region, which not only places equality as the core aspiration of development, but also recognizes it as the path to sustained growth. Achieving equality will require public policies that can break down the structural cycles that concentrate wealth and resources. The region's countries have oriented their national agendas towards a strategy of structural changes in policy, society and the economy, taking account of their ideological, political and economic specificities, and the different stages of maturity and styles of their public policy systems.

The 2030 Agenda for Sustainable Development presents Latin America and the Caribbean with a timely opportunity to focus on its long-term development goals. The basic functions of planning —prospective analysis, coordination and evaluation— will be placed at the service of the 2030 Agenda for Sustainable Development. Under this subprogramme, ECLAC will seek to promote the 2030 Agenda for Sustainable Development, through capacity-building, technical assistance and institutional development. Because the 2030 Agenda calls for multidisciplinary efforts and a multisectoral approach, the subprogramme will be executed in close coordination with the Commission's other substantive divisions, subregional headquarters and country offices, and with strategic stakeholders, including other United Nations entities. A key aim is to identify and foster the application of strategic tools to mainstream the Sustainable Development Goals in institutions, policies and development plans. Under the subprogramme, ECLAC will strengthen specific skills and support institutional capacity-building among public administrations at the national level, through the use of new methodologies and conceptual frameworks, techniques of government and public management, and will encourage cooperation and the sharing of experiences and good practices in planning and public administration.

Logical framework of the subprogramme:

Objective of the Organization: Improve planning processes in the region within the framework of the 2030 Agenda for Sustainable Development.

Expected accomplishments of the secretariat	Indicators of achievement
(1) Strengthening of competencies and capabilities in the countries of Latin America and the Caribbean in matters of planning and public administration for development with a regional perspective and gender sensitivity.	(a) (i) Increased number of planning processes in Latin America and the Caribbean in which ILPES contributions are acknowledged by countries. (ii) Increased number of participants that acknowledge having benefitted from training services provided by the subprogramme to develop more efficient planning and public administration programmes. (iii) Increased percentage of readers that acknowledge having benefitted from the analysis and recommendations contained in publications prepared under the subprogramme to develop more efficient planning and public administration programmes.
(2) Increased coordination and exchange of best practices, and enhanced cooperation between governments in the region and other stakeholders in matters of planning and public administration for development.	(b) (i) Increased number of public agencies and other key stakeholder organizations that participate in seminars and networks supported by the subprogramme that acknowledge enhanced cooperation, improved institutional coordination and best practices feedback. (ii) Increased percentage of participants in forums supported by the subprogramme that acknowledge having benefitted from activities and improved their coordination and exchange with participants from other governments of the region.

Strategy

The general objective of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) is to provide technical cooperation services and support to member countries with a view to strengthening States' planning and public administration for the purposes of sustainable, inclusive development. The 2030 Agenda for Sustainable Development is a pertinent reference for ILPES interventions in the framework of countries' development strategies and priorities, inspiring the Institute to continue providing high value added services, such as studies, technical advice and training, and developing networks and communities of practice.

In order to prepare its strategy the Institute engages in dialogue with the countries, systematizing their requests for assistance in terms of the subjects and areas of planning to be covered and the types of services requested. The strategy comprises three components. First, ILPES will coordinate knowledge dissemination and dialogue among planning authorities to promote the sharing of experiences and good practices in relation to public administration and development planning. To this end, the Institute has been testing a two-pronged approach: planning dialogues with high-level authorities and maintaining a repository of development plans. The second component seeks to encourage new areas of cooperation by identifying and developing proposed topics relating to planning and public administration. The third component is to strengthen States in three key areas of their work: building human capital competencies, strengthening institutions and enhancing the relationship with the citizens through open government

policies that seek to protect transparency, access to public information, accountability, open data, citizen participation, collaboration and civic innovation. This is achieved through courses, advisory services, in situ training, and workshops, networks of experts and former students, and communities of practice.

External factors

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

(a) The international community and, in particular, the member countries of the Regional Council for Planning, will continue to afford priority to development planning and public administration, at both the national and the subnational levels in the region, taking into account the guidelines established by the General Assembly and the Economic and Social Council, as well as the Sustainable Development Goals contained in the 2030 Agenda for Sustainable Development, and other agreements adopted at major world summits and conferences in the economic and social spheres.

(b) The socioeconomic and institutional environment in the region remains stable or improves with no significant external shocks or disruptions which would affect the priorities of the programme of work.

Activities

1. Substantive servicing of meetings

Intergovernmental meetings

(i) A meeting of the Presiding Officers of the Regional Council for Planning (2018) (high correlation with expected accomplishment 2).

(ii) A meeting of the Regional Council for Planning (2019) (high correlation with expected accomplishment 2).

Ad hoc expert group meetings

(i) A meeting to discuss foresight as a tool to develop a Latin America and the Caribbean vision on planning for 2030 (high correlation with expected accomplishment 1).

(ii) A meeting of government experts to discuss progress and challenges regarding methodologies for the evaluation of development programmes and projects (high correlation with expected accomplishment 1).

(iii) A meeting of experts to discuss methodologies and experiences with multi-level governance and planning, from global to local government levels, in the light of the 2030 Agenda for Sustainable Development (high correlation with expected accomplishment 2).

(iv) Two “Open Days on Planning”, a discussion and dialogue forum for practitioners and experts on planning and development issues (high correlation with expected accomplishments 1 and 2).

(v) A meeting of experts to discuss progress and challenges regarding open government policies in the region (high correlation with expected accomplishments 1 and 2).

2. Recurrent publications

A survey of planning and public management for development in Latin America and the Caribbean (2019) (high correlation with expected accomplishments 1 and 2).

3. Non-recurrent publications

(i) Seven studies on topics related to: (a) public management for a modern, efficient and open State; (b) planning and foresight for development: a regional perspective on the 2030 Agenda for Sustainable Development; (c) capacity development for public management (technical manual); (d) multi-level governance for the 2030 Agenda in Latin America and the Caribbean; (e) other topics to be decided according to member countries' requests, including the preparation of technical material and manuals (high correlation with expected accomplishments 1 and 2).

(ii) A study on the evolution of Brazilian planning, budget and treasury institutions after the fiscal adjustment policies carried out in 2015-2016 (high correlation with expected accomplishment 2).

4. Other substantive activities

Technical materials

(i) Maintenance and updating of the virtual platform (repository) for plans, programmes and agendas for development planning with a local, national and regional perspective (high correlation with expected accomplishment 2).

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

Booklets, fact sheets, wall charts and information kits

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

5. Advisory services

(i) Provision of technical cooperation services to countries in the region in areas related to the mainstreaming of the 2030 Agenda for Sustainable Development in planning and the evaluation and design of policies, projects and programmes (high correlation with expected accomplishments 1 and 2).

(ii) Provision of technical cooperation services to countries in the region in areas related to multi-level governance and planning (high correlation with expected accomplishment 2).

(iii) Provision of advisory services on the design, monitoring and evaluation of foresight exercises (high correlation with expected accomplishment 1).

(iv) Provision of advisory services on the strengthening of public policy systems, as a cross-cutting institutional capacity development intervention (high correlation with expected accomplishments 1 and 2).

(v) Technical cooperation to member countries in areas related to open government, the data revolution and e-government, in the context of the 2030 Agenda for Sustainable Development (high correlation with expected accomplishments 1 and 2).

6. Training courses, seminars and workshops

Sixteen on-site and distance-learning courses on the following topics: (i) foresight for change: long-term visions and scenario techniques; (ii) planning and public management for the 2030 Agenda for Sustainable Development from a Latin American and Caribbean perspective; (iii) programming and evaluation of public sector initiatives; (iv) public leadership for development; (v) participatory planning and gender mainstreaming; (vi) governance, public management and citizen participation; (vii) open government (transparency and access to public information, accountability, open data, citizen participation, collaboration and civic innovation); (viii) e-government and the data revolution; (ix) evaluation techniques for programmes and public policies; (x) monitoring and evaluation of public management; (xi) an additional six courses on emerging priority issues to be defined with member countries (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 area of development planning, including plans and programmes to achieve the 2030 Agenda for Sustainable Development, which includes the Sustainable Development Goals (high correlation with expected accomplishments 1 and 2).

8. Intermediate activities

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

(ii) Support for the organization of training courses, in response to requests made under other subprogrammes, on topics such as sustainable development, gender mainstreaming, natural resource management, population issues and innovation strategies (high correlation with expected accomplishments 1 and 2).

(iii) Contributions to institutional documents prepared by ECLAC for presentation at the thirty-seventh session of the Commission, to be held in 2018.

The ECLAC office in Washington, D.C., will be responsible for the execution of the activity indicated in subparagraph 3 (ii).

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