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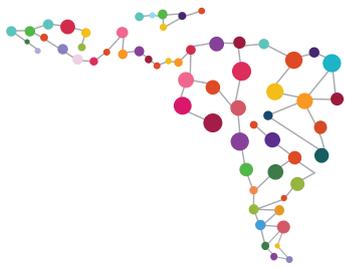
Meeting of the Presiding Officers
of the Regional Council for Planning
of the Latin American and
Caribbean Institute for Economic
and Social Planning (ILPES)

Santo Domingo, 30 August 2018

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SOCIAL PLANNING (ILPES), 2017–2018





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Introduction

This report has been prepared for the twenty-seventh meeting of the Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), which will take place in Santo Domingo, on 30 August 2018.

The present report offers an overview of the activities carried out by ILPES from 1 September 2017 until 30 June 2018, in fulfilment of the programmes of work adopted by the Economic Commission for Latin America and the Caribbean (ECLAC) at its thirty-fifth session, held in Lima, in May 2014.

In implementing the work programme, ILPES was also guided by the mandates and strategic guidelines set forth by the ministers and authorities of planning at the sixteenth meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), which took place in Lima, on 12 October 2017.

Many of the activities covered in this report are based on the programme of work of ILPES for the biennium 2016–2017, which set as an overarching objective for the Institute “to strengthen competencies for planning and public administration for development with a regional hemispheric perspective.”¹ The expected accomplishments were concentrated in two areas:

- (i) Strengthening of capacities in the countries of Latin America and the Caribbean in matters of planning and public administration for development with a regional perspective and gender sensitivity.
- (ii) Increased coordination and exchange of best practices, and cooperation between governments in the region and other stakeholders, in matters of development plans and strategies.

The activities undertaken to meet these goals have consisted of the organization of meetings of the Regional Council for Planning and its Presiding Officers, the holding of international expert meetings, the preparation of publications on pertinent issues in public planning and management, the organization of international courses, national courses, combined courses and workshops, seminars and distance-learning courses, the provision of technical assistance and advisory projects and services, the maintenance and updating of manuals and databases, contributions to ECLAC publications and other generic, intermediate or support activities.

The Presiding Officers are now invited, on the occasion of their twenty-seventh meeting, to consider this report on the work of the Institute, within the mandates and regulations established by the competent bodies and on the basis of these general objectives and activities carried out.

A. Background

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

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

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

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

In the period covered by this report, the Institute carried out diverse activities, including international, national and subnational courses, the organization of seminars, meetings and expert workshops, the preparation of technical documents and training materials, and the conduct of technical advisory and cooperation missions.

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

In the area of technical cooperation, ILPES has continued to give support to various government agencies in the region. In several countries, technical assistance was conducted through training courses for professionals performing civil service roles.

With the aim of supporting the region's countries in mainstreaming the SDGs into their planning, management and monitoring processes, ILPES launched a programme of capacity-building for the incorporation of the 2030 Agenda into planning and public administration processes in 2016. The programme, which is carried out within the framework of the cooperation scheme with the Government of Germany and involves activities in coordination with several ECLAC divisions, was aimed at government officials and other actors from civil society, non-governmental organizations (NGOs) and the academic sector in experience-sharing forums. It concluded in June 2018.

ILPES published several widely disseminated documents during the reporting period and has ensured at all times that its activities—in particular, those relating to training and research—are widely known among different government agencies, academic centres and private sector institutions in the countries of the region, through a variety of communications and social media.

B. Activities

1. Products developed on the basis of goals established by the Regional Council for Planning

The agreements adopted by the Regional Council on Planning have led to the development of two main products. The request to ILPES to develop these was framed by the Council at its fifteenth meeting, and they were duly presented at the sixteenth meeting, held in Lima in October 2017. The progress made by the Institute since then on these two products is presented below.

(a) PlanBarometer



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

PlanBarometer brings together different sources of knowledge: the experience of member States of the Regional Council for Planning, as well as planning theory and planning quality standards. It also facilitates the integration of the 2030 Agenda for Sustainable Development as a shared vision of development. It consists of a set of criteria grouped into five dimensions (institutional, design, implementation, outcomes, and global and regional commitments), which serve as a basis for evaluating the quality of development planning instruments, processes and systems by their own parameters.

The initial proposal was presented to the Presiding Officers of the Regional Council for Planning in November 2016. The final model and methodology, now applied and validated, were then presented at the sixteenth meeting of the Council, held in Lima in 2017. The tool presented on that occasion represented the final outcome of the participatory construction of the national planning models and the validations conducted previously in Argentina, Chile, Costa Rica, Mexico and Paraguay.

At this twenty-seventh meeting of the Presiding Officers of the Council, ILPES offers a summary of the conclusions arising from the exercises carried out to apply the methodology, which were conducted at the national, intermediate and local levels. It also provides an account of future lines of action to take the analysis further and presents recommendations that have resulted from the experience of implementing PlanBarometer.

(b) Regional Observatory on Planning for Development in Latin America and the Caribbean



The Regional Observatory on Planning for Development in Latin America and the Caribbean is an instrument that systematically compiles data on an ongoing basis, which it then converts into information that may be used to generate and deepen knowledge of planning systems. The Observatory is intended to become a forum for discussion, reflection and exchanges relating to public administration and planning in each of the 33 countries of Latin America and the Caribbean, in which they can share their experiences on the way they plan and implement strategies to support their development. The Observatory also seeks to help link these processes to the 2030 Agenda for Sustainable Development, in line with national and subnational realities and priorities, by generating information and knowledge, identifying good practices and facilitating experience-sharing.

Development began in June 2017 and the Observatory was released on the ECLAC website in October that year, at the sixteenth meeting of the Council in Lima. Currently, the Observatory compiles the development or government plans of the 33 countries in Latin America and the Caribbean and analyses their trends, on the basis of criteria such as timeframes, plan development mechanisms, supporting normative frameworks, institutional architecture for planning in each country and the links between development plans and the Goals of the 2030 Agenda that each country has prioritized.

In addition, the Observatory issues two annual bulletins, the first of which was distributed in April 2018 through regular ILPES channels. At the time of distribution, the Observatory's website statistics were as follows: from 12 October 2017 to 16 April 2018, the site received 77,943 page views from 24,418 visitors, with average visits lasting 2 minutes and 44 seconds —at the high end of the successful visit range.

2. Capacity-building

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

(a) Training courses

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



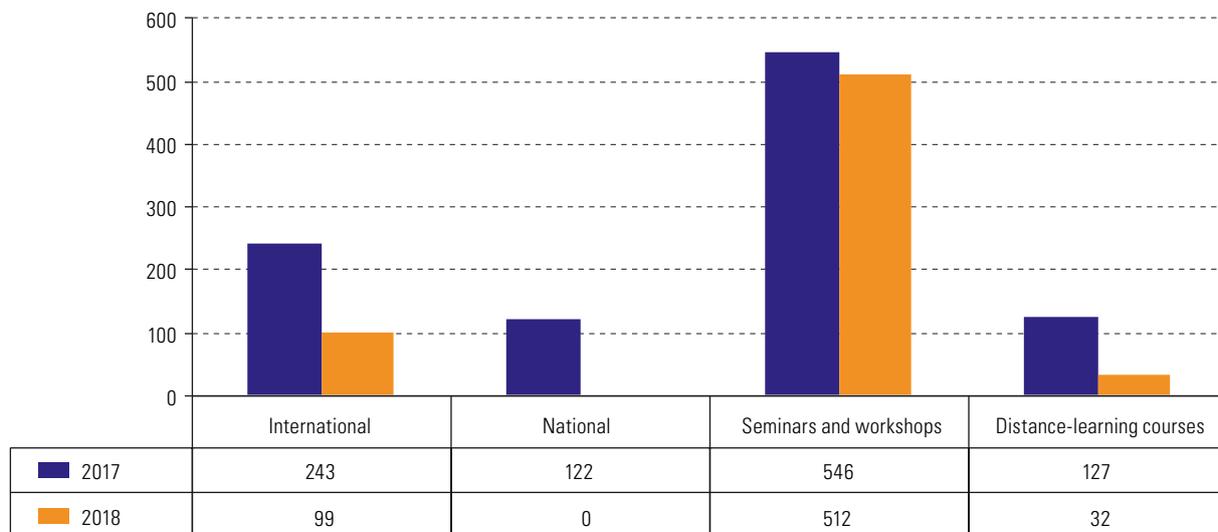
The overall objective of ILPES training courses is to strengthen the capacities, skills and applied knowledge (competencies) of civil servants in the region. It is a principle of the Institute's courses to foment inclusive training and spaces for meetings and discussion between public administration technical staff and experts in Latin America and the Caribbean.

In its role as the main provider of training within the ECLAC system, ILPES organized several courses in cooperation with other divisions. Some of the courses offered by the Institute were also developed together with the ECLAC subregional headquarters in Mexico, such as the international course on advanced techniques for evaluation of public investment projects. ILPES also provides training and advisory activities upon request by the countries, adapting its activities to meet the needs for these services on the subjects within its areas of expertise.

In the period under review, ILPES conducted 11 international courses with 342 participants from 17 countries within and outside the region. A total of 640 teaching hours were delivered through these courses. Additionally, a total of 152 teaching hours were delivered through four national courses (conducted in Chile and Honduras), attended by 122 participants. Within the framework of cooperation agreements with the countries in the region—in particular, Argentina, Chile, Ecuador and Mexico—ILPES conducted 21 courses, workshops and training seminars with 1,058 participants. It also held five distance-learning courses with a total of 159 participants.

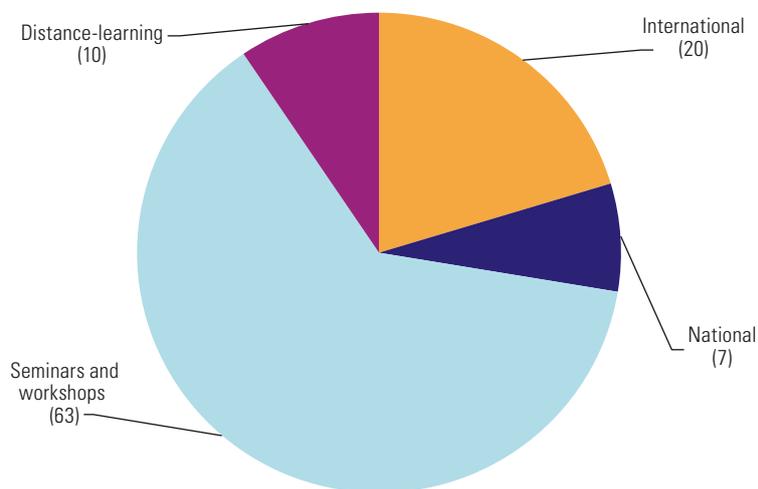
Between 1 August 2017 and 30 June 2018, ILPES conducted 41 international, national and distance-learning courses and workshops. Training was provided to 1,681 professionals from 16 countries in the region, belonging to both public and private agencies, civil society organizations and academic institutions. Over 1,500 hours of teaching were invested in this training process.

Figure 1
Participation in ILPES courses, by type of course and year, September 2017–June 2018
(Number of participants)



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

Figure 2
Participation in ILPES courses, by type of course, September 2017–June 2018
(Percentages)

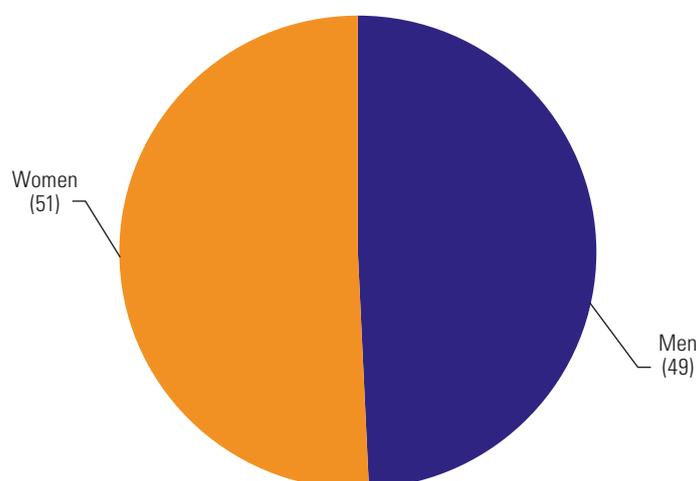


Source: Latin American and Caribbean Institute of Economic and Social Planning (ILPES).

Note: Percentages are calculated on the basis of 1,681 total participants.

Notably, more women than men participated in courses during the period. A total of 853 participants (51%) were women, while 828 (49%) were men.

Figure 3
Participation in ILPES courses by gender, September 2017–June 2018
(Percentages)



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

Note: Percentages are calculated on the basis of 1,681 total participants.

ILPES courses benefited from technical support from different ECLAC divisions, sections and units—including the Office of the Executive Secretary and the Divisions of Economic Development, Social Development, Sustainable Development and Human Settlements, Production, Productivity and Management, Statistics, and Natural Resources and Infrastructure— whose staff members taught different subjects, gave lectures and conducted workshops and seminars.

ILPES has continued to organize training activities in collaboration with the Spanish Agency for International Development Cooperation (AECID), with which it has worked for over 20 years on strengthening institutional governance and the capacities of government officials in Latin America and the Caribbean through training activities for representatives of public institutions in the region's countries. Under this agreement, five courses were held at training centres in Antigua (Guatemala), Cartagena de Indias (Colombia), Montevideo, and Santa Cruz de la Sierra (Plurinational State of Bolivia). Overall, 130 participants from 17 of the region's countries received training in themes relating to e-government, open government, multilevel planning, prospective analysis, public leadership and the 2030 Agenda.

In addition, in the framework of the agreement with AECID, ILPES has developed the Planning Network for Development in Latin America and the Caribbean, a platform comprising four thematic discussion groups: (i) public leadership, (ii) planning, government and development, (iii) prospective analysis, and (iv) open government. The groups are open to former students of the courses delivered by ILPES and AECID. The platform was launched at the international course on government, planning and development held in Montevideo in March 2018.

(b) Seminars, workshops and expert meetings

At the meetings of the Regional Council for Planning and its Presiding Officers, ILPES organizes side events which are open to the general public, involving planning experts from the region and the rest of the world. Throughout the year, the Institute organizes conferences, seminars and technical meetings for wide audiences, addressing new approaches and emerging planning and public management themes, such as prospective analysis and long-term vision, participatory and gender approaches, multilevel planning and open government.



There follows a summary of the main events organized by ILPES.

- The meeting of experts on multilevel planning and territorial development, held from 15 to 17 November 2017, at which experts from 18 countries in Latin America and the Caribbean and from Europe came together to reflect on and discuss multilevel planning and territorial development in the region within the framework of global development agendas, especially the 2030 Agenda for Sustainable Development and the New Urban Agenda, adopted at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III).
- As part of the technical cooperation agreement with the Ministry of Social Development of Chile, ILPES organized the First International Conference on the Social Evaluation of Projects, held from 20 to 22 November 2017, with the aim of exchanging technical knowledge and experiences from both the international context and the Latin American and Caribbean Network of National Public Investment Systems (SNIP), and building the capacities of members of the network. This event was centred on five thematic areas: (i) incorporating the “disaster risk” variable into public investment projects; (ii) implementing ex post assessments in national public investment systems; (iii) alternative techniques to the cost-benefit analysis of projects and investment portfolio evaluation; (iv) social evaluation and territorial equity approaches; and (v) economic valuation techniques for goods and services lacking markets. International experts made presentations related to these five themes. In addition, various papers on these topics were presented, with the support of members of the SNIP network. These papers had been selected by a team comprising staff from ECLAC and the Ministry of Social Development. Lastly, working groups were formed to expand on the above-mentioned themes.

- In its capacity as observer of the Open Government Working Group of Chile, ILPES held a national meeting on open government in collaboration with the General Secretariat of the Office of the President of Chile on 17 January 2018. The event brought together government institutions responsible for implementing the commitments undertaken in the Third National Action Plan for Open Government of Chile for the biennium 2016–2018, with the aim of assessing the implementation of these commitments and the progress made in this area. The researcher responsible for the progress report of the Independent Reporting Mechanism of the Open Government Partnership (OGP) presented her report and other representatives of civil society organizations that had contributed to the formulation of these commitments participated in the meeting.
- At the second meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, ILPES and the ECLAC office in Mexico—with the support of the Federal Ministry for Economic Cooperation and Development of Germany (BMZ) and the German Agency for International Cooperation (GIZ)—organized a parallel event called “Planning as a means of implementation of the 2030 Agenda: tools, instruments and methodologies”. The main purpose of the event was to disseminate and exchange experiences relating to the implementation of some of the tools developed by the United Nations system in the region to strengthen the national planning systems for the implementation of the 2030 Agenda for Sustainable Development. The event was attended by government employees and officials, researchers and representatives of academia, social actors and, in general, members of the public interested in learning about the instruments, tools and methodological approaches designed to strengthen the role of national planning systems in implementing the 2030 Agenda. Keynote speakers at the meeting included Javier Abugattás, Chair of the Board of Directors of the National Centre for Strategic Planning of Peru; Miguel Angel Moir, Secretary of Planning and Programming of the Office of the President of Guatemala; Olga Marta Sánchez, Minister of National Planning and Economic Policy of Costa Rica; and Isidoro Santana, Minister of Economy, Planning and Development of the Dominican Republic, who presented their experiences aligning their national development plans with the 2030 Agenda.
- The eighth seminar of the Network of National Public Investment Systems in Latin America and the Caribbean was held in Panama on 18 and 19 April 2018, organized by the Network’s board, IDB and ILPES, in its capacity as technical secretariat. The meeting convened the directors, officials and representatives of the national institutions governing the National Public Investment Systems (SNIP) in Argentina, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Haiti, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru and Uruguay. Together, they addressed the progress and challenges in the management of public investment and new technologies, institutional strengthening, disaster risk management and adaptation to climate change in public investment, among other topics.
- Open Government Week was held from 7 to 11 May 2018, with more than 700 events organized in 50 countries around the world. In the light of the work of ECLAC, through ILPES, in promoting open government policies in the region, and given the role of the Executive Secretary of ECLAC as an Ambassador of the Open Government Partnership (OGP), an event was held to discuss the progress made and challenges faced by the region’s countries in terms of transparency, accountability and citizen engagement. Government officials and representatives of civil society and academia participated in this forum, at which the Fourth National Action Plan for Open Government of Chile for the biennium 2018–2020 was formally launched. ECLAC, through ILPES, acts as observer of the Open Government Working Group responsible for coordinating the design, implementation, follow-up and evaluation of the commitments undertaken by State agencies in open government action plans.

- An international course on planning tools in the implementation of the 2030 Agenda in Latin America and the Caribbean was held from 5 to 8 June 2018. The purpose of the course was to create a forum for technical planners responsible for follow-up of the 2030 Agenda at the national level, in order to discuss, from a planning perspective, the tools and methodologies proposed by ECLAC to support the implementation of the 2030 Agenda. The course was attended by more than 30 government officials from Argentina, Chile, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Peru, the United States and Uruguay, as well as by representatives of the Central American Social Integration Secretariat (SISCA), the representative office of GIZ in Mexico, the Office of the President of Mexico, the United Nations Development Programme (UNDP) in Honduras, the Mexican Youth Institute (IMJUVE), the Social Security and Social Services Institute for State Workers of the state of Mexico and the Department of Economic and Social Affairs (DESA) of the United Nations.
- An event entitled “Governing the Future: modernizing the State in Ibero-America. New approaches, horizons and challenges in the framework of the 2030 Agenda for Sustainable Development” was held from 18 to 19 June 2018. This seminar was organized by ILPES, together with the Institute of Public Affairs (INAP) of the University of Chile and the Research Group for Government, Public Administration and Public Policies (GIGAPP). Its main objective was to promote reflection and hold in-depth discussions on State configurations, institutional capacities and potential forums for the work of different stakeholders (State, market and civil society) required to successfully meet the challenges of the 2030 Agenda for Sustainable Development at the regional level.

(c) Participation of ILPES experts in high-level events



In addition to organizing expert meetings, ILPES staff cooperate with various institutions throughout the region by delivering presentations at high-level seminars. The experience and knowledge of ILPES staff are highly valued by the organizers and participants of these events.

The following are some of the events in which ILPES experts took part:

- Fiftieth international conferences on public finances, organized by the Faculty of Economic Sciences of the National University of Córdoba. Córdoba (Argentina), September 2017.
ILPES presented a paper on follow-up and evaluation in Latin America: the cases of Mexico, Chile and Colombia.
- Workshop, “Making the 2030 Agenda work.” Berlin and Dusseldorf (Germany), December 2017.
This workshop was organized by BMZ and GIZ and the Chief of ILPES gave a talk entitled “Monitoring and review: capacity building for monitoring and reviewing the 2030 Agenda in Latin America and the Caribbean”.
- Regional forum on legislative assessment and public policies. Guanajuato (Mexico), June 2018.
An ILPES staff member presented a paper on criteria for evaluating public policies.
- 2017 International Digital Development Exhibition. Santiago, October 2017.
For the second consecutive year, ILPES took part in the International Digital Development Exhibition where, apart from having an institutional stand, one of the Institute’s experts gave a regional overview of public policies aimed at promoting the digital modernization of the State.
- Latin American Learning Conference on the Holistic Implementation of the 2030 Agenda. Cartagena de Indias (Colombia), October 2017.
The Chief of ILPES presented a paper on the regional panorama of institutional arrangements for implementing the 2030 Agenda. Other ILPES staff presented papers on participatory territorial planning, PlanBarometer, the structure of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development and the challenges of statistical information for following up on the Sustainable Development Goals of the 2030 Agenda. The presentations contributed to the debate on the institutional, regional and global challenges in implementing the 2030 Agenda.
- Twenty-second International Congress of CLAD on State and Public Administration Reform. Madrid, November 2017.
At this Congress organized by the Latin American Centre for Development Administration (CLAD), the Government of Spain and the National Institute of Public Administration (INAP), the Chief of ILPES delivered a keynote address on public management in Latin America and the Caribbean in the framework of a citizen-centred open government.
- International seminar entitled “Mecanismos de Financiamiento al Desarrollo, en el Marco de la Gestión para Resultados de Desarrollo.” San José, November 2017.
ILPES presented a paper giving an overview of Latin America and the Caribbean vis-à-vis the challenge of financing for development, in the framework of development-oriented results-based management. The event was organized by the REDEPLAN network and the Ministry of National Planning and Economic Policy (MIDEPLAN) of Costa Rica.
- The Open Government Partnership Americas Regional Meeting 2017. Buenos Aires, November 2017.
ILPES delivered a presentation on the status of open government initiatives in Latin America and the Caribbean.

- National meeting of active municipalities: Planning and the 2030 Agenda. Curitiba (Brazil), November 2017.

ILPES presented a paper on strategic planning, citizen participation and the 2030 Agenda.

- International seminar entitled “Instrumentos de Planificación para la Gestión del Riesgo de Desastres.” Cartagena de Indias (Colombia), June 2018.

A seminar organized by the National Unit for Disaster Risk Management (UNGRD) and the National Planning Department (DNP) of Colombia. The participation of ILPES was centred on resilient public investment and disaster risk.

(d) Cooperation and specialized technical advisory services

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



The technical cooperation and assistance projects currently in place include the following:

- National Council for the Evaluation of Social Development Policy (CONEVAL), (Mexico)

ILPES has conducted technical cooperation activities with the National Council for the Evaluation of Social Development Policy (CONEVAL) of Mexico since 2007, with the aim of supporting the design, implementation and consolidation of a monitoring system for evaluating social policies in Mexico. A total of 232 training courses have been delivered on issues related to evaluation, logical framework and indicators during this period, by virtue of which approximately 6,800 civil servants at the federal and state level have been trained. In addition, a total of 333 social programmes in Mexico have received technical assistance on these same topics through either technical working groups or technical assistance, and the results indicator matrices of all social programmes in Mexico have been evaluated on five occasions (2007, 2008, 2009, 2012 and 2016).

Strengthening monitoring systems for Mexico's social policy is a medium- and long-term challenge as it implies bringing about a cultural shift towards results-based management as well as a capacity-building effort across a broad public sector comprising 32 states governed by different political sectors and with constant changes in governments and policies. Given the high turnover of civil servants in the period covered by this report, this cooperation has been renewed for the next two years.
- Ministry of Social Development, division of social evaluation of investments (Chile)

The aim of the agreement with the Ministry of Social Development was to help to strengthen the institutional capacity of the National System for Public Investment (SNIP) of Chile. The agreement remained in effect for 13 months, throughout 2017 and part of 2018. The outcomes of the activities conducted under the agreement included:

 - Organization of three workshops on specific topics
 - Organization of three courses on the assessment of health projects
 - Development of a disaster risk assessment methodology
 - Validation of a disaster risk assessment methodology
 - Organization of the first International Congress on Social Projects Evaluation (CIESP)
 - Development of a methodology for municipal infrastructure
 - Development of a document to systematize the thematic working groups of CIESP
 - Instructional design and development of a distance learning course on the formulation and ex ante evaluation of projects.
- Office of Planning and the Budget (OPP) (Uruguay)

The purpose of the cooperation project with the Office of Planning and the Budget (OPP) of Uruguay is to strengthen the capacities of its staff and to establish territorial development agendas in municipalities and intermunicipal areas that can be used as instruments for planning and public investment.

OPP requested the technical cooperation of ILPES in May 2018 to train its staff on issues related to strategic planning and the construction of territorial development agendas. Three workshops were held over three days with the aim of sharing a conceptual framework on territorial development, strategic planning methodologies, stakeholder mapping and linking strategies to the Sustainable Development Goals and the 2030 Agenda.

Through OPP, Uruguay aims to build a culture of territorial planning, promoting the development of participatory territorial agendas at the departmental level throughout the country.

- Government of the Province of Tucumán (Argentina)

The purpose of this agreement was to provide technical assistance for updating strategic development guidelines for Tucumán for 2016–2030. The cooperation of ILPES was requested in order to strengthen this process by providing training in planning and in adjusting guidelines. Thus, the contribution of ILPES coincides with the institutional consolidation of the province's planning system and an extensive process of construction and adjustment of guidelines at the provincial level.

The agreed objectives for cooperation were, in the first instance, to improve training for staff at the secretariat of public management and planning —especially as regards substantive areas of modern planning such as prospective analysis and participation— in the light of the challenges posed by the new global agendas, including the 2030 Agenda. Secondly, these cooperation efforts sought to strengthen existing guidelines by incorporating new elements such as a more accurate definition of strategic goals and building a provincial vision. Within the framework of the agreement, which came to an end in May 2017, efforts were made to include new elements in the guidelines that would give them a provincial perspective based on the three dimensions of sustainable development (economic, social and environmental) and on five strategic goals.

- Ministry of Production of the province of Buenos Aires (Argentina)

The purpose of the cooperation with the Ministry of Production of the province of Buenos Aires is to develop a capacity-building programme for the production secretariats in the 133 municipalities of the province of Buenos Aires.

Cooperation activities are to take place between September and November 2018 and will involve training on topics related to understanding the importance of territorial development and the methodologies of strategic planning, with special emphasis on designing productive development projects.

Technical cooperation will be structured around four modules to be held at four venues in the province of Buenos Aires, specifically in the campuses of the regional universities of Bahía Blanca, Junín, La Plata and Tandil.

- Technical Cooperation Service (SECOTEC) (Chile)

The agreement with the Technical Cooperation Service (SERCOTEC) focused on the Fortalecimiento de Barrios Comerciales programme, an initiative aimed at reviving commercial districts in Chile to promote collective actions to improve the economic prospects of employers and workers, as well as the quality of life of inhabitants in these districts. ILPES assistance consisted of the design of training courses and seminars and the systematization of experiences in these districts. Efforts were aimed at supporting, promoting and coordinating production management capacities and the improvement of the urban environment in these districts by financing associative projects that generate long-term social capital in business communities. The agreement ended in November 2017.

- Cooperation agreement between the Republic of Korea and ECLAC.

The purpose of this cooperation agreement is to develop analyses and studies on comparative rural-urban dynamics in Latin America and the Republic of Korea, considering trends and policies.

Cooperation with ILPES in 2016 and 2017 focused on promoting discussions with experts and academics linked to urban development processes in the Republic of Korea and Latin America and the Caribbean. Two international meetings were organized in the context of these efforts.

The first was an international seminar entitled “Desarrollo, urbanización y Áreas Metropolitanas en la República de Corea y América Latina”, held in Santiago and the second was the “Cuartas Jornadas de Planificación Territorios y Ciudades Sostenibles: Desafíos para la Investigación y la Planificación”, held in Lima. In both cases, the input from the head researchers of the Seoul Institute of the Republic of Korea addressing the urban transformation process in that country and, in particular, in Seoul, was extremely important. The experts emphasized the importance of government leadership and the alignment of the private sector with the country’s vision on green development. This agreement is still in effect.

- Organization of American States (OAS)

In the context of their ongoing cooperation initiatives to promote digital and open government policies with governments throughout the Americas, since 2014 ECLAC and OAS have been offering international blended learning courses aimed at promoting transparency and citizen participation and at seeking collaborative mechanisms to improve public policy design and public services management, making the most of new technologies. This agreement is fully in force and training activities on open government are being conducted annually.

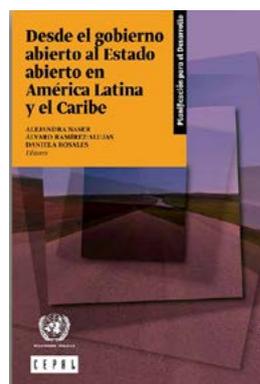
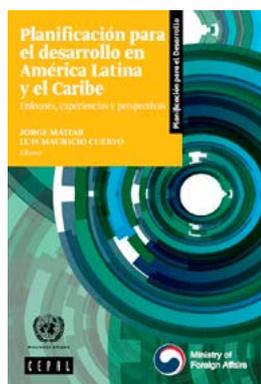
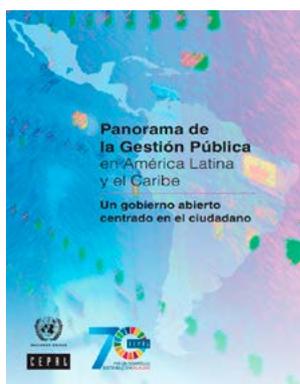
- Food and Agriculture Organization of the United Nations (FAO)

The purpose of the agreement with the Food and Agriculture Organization of the United Nations (FAO) is to examine the situation in the territories of the region that lag furthest behind, so as to propose policies —within the framework of the 2030 Agenda— that take into account the various reasons for these gaps, including rurality and climate change. The main purpose of these actions is to fulfil the commitment of the 2030 Agenda to leave no one behind.

Under the agreement, a methodological proposal will be formulated to select the most disadvantaged rural territories based on intensive use of censuses and living conditions surveys and to map these territories. This selection will subsequently be presented to the governments in the region, in order to develop more specific criteria for defining the final territories for intervention.

These first phases will provide the main inputs for the design by FAO of public policy programmes targeting the most disadvantaged territories, in particular rural areas. The agreement is currently being implemented and has produced detailed maps in 14 countries in the region.

3. Working documents and publications



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

Two recurrent publications —*Panorama de la Gestión Pública en América Latina y el Caribe* and *Panorama del Desarrollo Territorial en América Latina y el Caribe*— systematize and summarize the main advances and challenges of the countries of Latin America and the Caribbean in the various areas that make up and connect public finances, planning for development and public management tools, as well as the territorial dynamics of development and regional cooperation initiatives to promote sustainable, territorially balanced development. Together, these elements form a basis for addressing critical issues for the emerging State architecture needed to support a process of structural change for equality in the region. In this context, in January 2018 ILPES published *Panorama de la gestión pública en América Latina y el Caribe: un gobierno abierto centrado en el ciudadano*,² a document describing the state of public management mechanisms and instruments in the countries of Latin America and the Caribbean, and addressing the situation of planning, budgeting, implementation and monitoring and evaluation of public policies. The analysis was conducted from the perspective of the new open government paradigm, examining the combination of transparency, accountability and citizen participation initiatives, as well as the collaboration between various stakeholders to generate public value. Released in December 2017, *Panorama del Desarrollo Territorial en América Latina y el Caribe, 2017*,³ provides a territorial assessment of the global agendas, their basic concepts, their understanding of the interaction between the various spheres —global, regional, national and territorial— and their interconnections. The document also examines the state of and trends in territorial inequalities in the region as a whole and within its countries, and provides original information gathered during a consultation on multilevel planning in territorial development conducted by ILPES in 2017 with the region's governments.

ILPES publishes more than a dozen documents on specific topics such as open data, open government, territorial compacts, territory and equality, or planning and foresight, under its series titles —*Public Management, Territorial Development, ECLAC Handbooks, and Seminars and Conferences*— and in the *ECLAC Books collection*. *The manual Plan de gobierno abierto: una hoja de ruta para los Gobiernos de la región*⁴ was updated during the period covered by this report. Also, at the request of the Council for Planning, the Institute began preparation of the publication *Planificación para el desarrollo en América Latina y el Caribe: enfoques, experiencias y perspectivas*,⁵ a summary of which was submitted for review and consideration at the fifteenth meeting of the Council in 2015 and whose final version in Spanish was presented at the sixteenth meeting of the Council in Lima, in October 2017. This publication compiles the experiences of nine countries of the region in the search for solutions to concrete problems related to development planning systems, with a view to managing the links between sectors, levels of government, stakeholders and time frames. It highlights the potential of the evaluation and follow-up process to improve coordination between planning and management, and to produce institutional knowledge that permanently enhances systems and processes.

² LC/TS.2017/98/Rev.1.

³ LC/TS.2017/120.

⁴ LC/L.3802/REV.1-LC/IP/L.333/REV.1.

⁵ LC/PUB.2017/16-P.

4. Other information and dissemination resources



The Institute has kept its web page on the ECLAC⁶ portal and its Facebook⁷ account continually updated in order to broadcast its training activities and promote dialogue with students of the Institute and with the academic community.

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

Finally, jointly with the Public Information Unit of ECLAC, the Institute coordinates visits by academic and other organizations wishing to attend technical talks at ECLAC. This constitutes another channel through which ILPES activities are disseminated. In the period covered by this report, ILPES has held more than 20 academic events with various institutions in the region.

C. Reflections on achievements and outcomes

The activities carried out during the period testify to the high demand for ILPES services and the good reception they are afforded. ILPES staff distributed their time between applied research and assistance and technical services and training. The Institute also procured advisory services, mainly with ad hoc funding, to support the delivery of training, research and technical assistance.

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

The Institute's bilateral development cooperation agreements with different donors warrant special attention, given their importance. The agreement in place with the Government of the Republic of Korea brings an extraregional perspective to issues such as foresight, long-term planning and urban development. The cooperation programme with the German Agency for International Cooperation (GIZ) was vital for supporting countries in integrating the SDGs into their planning and public management

⁶ See [online] "Planificación para el desarrollo" [online] <http://www.cepal.org/es/areas-de-trabajo/planificacion-para-el-desarrollo>.

⁷ See [online] <https://www.facebook.com/ilpes.cepal>.

processes and has been of great importance for capacity-building, generating information and knowledge, identifying good practices, sharing experiences and awareness-raising among the public, the private sector and civil society in planning and developing indicators to monitor the progress of the SDGs. Finally, the Institute attaches great value to the long-standing support provided by the Spanish Agency for International Development Cooperation (AECID), mainly in relation to training for capacity-building in the different thematic areas in which the Institute works. This support goes beyond face-to-face training courses and includes developing teaching materials and training modules for distance learning as well as building thematic networks on public leadership, planning, government and development, and open government, with the aim of fostering greater regional and high-level exchange on these important issues.

ILPES has helped to forge a regional vision of planning for development. The Regional Observatory on Planning for Development in Latin America and the Caribbean, presented at the sixteenth meeting of the Regional Council for Planning in Lima, has been a key tool for the Institute's research and publications, and for the broader public. The viewing and browsing metrics being obtained today demonstrate the need for—and the interest in—an instrument capable of collecting information on planning tools, mechanisms and systems in the region's countries, organizing the information by defined criteria and describing how the plans, programmes and public policies in place and operating in the countries are implemented and evaluated. At the request of member countries, ILPES has now completed the stage of collecting and analysing information on other dimensions of planning systems concerning, first, the linking of sectoral and subnational planning instruments and, second, the implementation of plans focusing on their link with the budget. By analysing the information compiled and identifying trends, characteristics, strengths and areas for development in national planning systems, ILPES will now be able to single out new and recurring elements that will serve to lay out a joint agenda with planning ministries and authorities. PlanBarometer is also expected to contribute to this task, especially in determining the strong points and areas for improvement regarding its interaction with mechanisms, institutions and actors involved in planning processes. The Institute also expects to consolidate areas of work relating to public leadership, the participatory approach and the gender approach in planning, and mainstreaming the SDGs into planning systems.

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

The 2030 Agenda and the integrated vision of the three development pillars bring new challenges to planning and public management, in particular as regards the consistency of public policies across the various sectors and levels of government, and between the timeframes of long-term perspectives and the plans and strategies of government cycles. These challenges are also evident in the need to foster citizen participation and strengthen accountability in a context of deep-rooted mistrust in the capacity of democratic institutions to face this century's development challenges. Despite the major challenges it poses—especially as related to real and effective coordination with national budgets—planning has an important role to play at a time of profound global transformations and

great uncertainty, by providing a means to build, collectively and with the participation of all sectors of society, an inclusive and sustainable vision for each country and for the region.

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

Lastly, one of the main challenges for the management of ILPES has been aligning the resources available to the Institute with the outcomes and outputs expected for the biennium. ILPES is financed mainly by voluntary contributions from the governments of member States and its operation and functioning rely largely on these contributions. The resources from technical cooperation agreements are used in their entirety to cover the costs of each of the activities reflected in the work plans; under no circumstances are they used to finance the management of the Institute. The enrolment fees charged for some international training courses go entirely to covering the costs of developing and running the respective courses. In this regard, ILPES appreciates the trust afforded to it by the countries which maintain voluntary contributions as annual transfers within their budgets and those that sign technical cooperation agreements in which activities are co-financed.

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

Annex A1

1. General training guidelines

ILPES was established at the beginning of the 1960s with the aim of providing support in planning and public administration to governments in the region through research, advisory services, vocational education and training activities, thus complementing national and subnational efforts to improve the quality of public policies and strengthen institutional capacities.

Throughout its history, ILPES has provided a wide range of training courses delivered through various methods, mainly to public officials in Latin America and the Caribbean, but also to professionals from around the world. Since 2000, more than 20,000 students have graduated from these training courses. The Institute's technical cooperation activities have been underpinned by sustained reflection and research that is expressed in a considerable number of books, methodological manuals, resources for disseminating experiences, papers and case studies, totalling more than 2,500 publications to date and which, apart from being the foundation of the teaching provided ILPES, also serve as bibliographic source for other institutions.

(a) Training methods

The overall objective of ILPES training courses is to strengthen the capacities, skills and applied knowledge (competencies) of civil servants in the region, through three methods of training. The first is based on the notion of “structured knowledge” and, in general, consists of delivering methodologies, tools and good practices for designing, programming and evaluating public policies and programmes. To achieve this goal, courses combine weekly lectures and workshops. This enables and also facilitates the assimilation of conceptual, theoretical or analytical frameworks, as well as the development of criteria and application of techniques and tools through systematic group workshops, which are generally devoted to analysing case studies.

The second training method is based on “peer-to-peer learning”, through collective capacity-building and experience sharing. The diversity of nationalities in all courses, coupled with students' extensive professional experience as public officials, provides an ideal mix to foster the exchange of knowledge and experiences.

The third is “distance learning.” This method has been adopted by ILPES relatively recently—in the past five years—and has the greatest growth potential as it combines the use of information and communications technologies with methods of structured learning and learning through interaction.

Generally, the Institute's courses aim to provide inclusive education and forums for meetings and dialogue between public administration technicians and experts in Latin America and the Caribbean. Training and skills development, first and foremost, have an impact on the individual. In this vein, personal development, motivating and facilitating performance, and knowledge transfer through peers have been identified as the most effective vehicles for training.

These training and vocational skills-building initiatives have helped to reinforce the specific capacities of course participants and strengthen those of public administration staff in the region's countries, by providing new methodologies and conceptual frameworks, governance and public administration techniques, new analytical and methodological tools and, above all, by providing the opportunities and space for sharing, through the use of learning through interaction, good practices for planning and public policy design.

(b) Main training themes

The overriding objective of the courses and workshops offered by ILPES is to help train and consolidate the planning and public management for development skills of public officials in the countries of the region. Since 2015, this has gone hand in hand with the mission of providing the tools for fulfilling the Sustainable Development Goals and implementing the 2030 Agenda in planning processes and public management for development. Thus, all the courses and workshops possess certain features that contribute to the broader objective mentioned above.

First, these courses are learning platforms, going beyond traditional and vertical teaching. They are designed for participants to discuss and share their knowledge and experiences with their colleagues, providing a combination of theoretical knowledge and practical implementation. Second, they mainly provide practical knowledge on processes, procedures and tools for effectively addressing the problems of planning and public management for development. Third, when the courses are offered to institutions or to groups of institutions in a country for very specific tasks, they help to build and strengthen collective capacities, whereas when they are delivered to individuals from different countries and institutions they help to build and strengthen individual capacities that subsequently have an institutional impact. Fourth, these courses and workshops have three thematic profiles: (i) they may address a broad and complex issue from a wider perspective, (ii) they may specialize in one of the stages or functions of planning and management for development (prospective analysis, planning, management, implementation and budget, or evaluation and monitoring), or (iii) they may deal with cross-cutting topics and approaches (for example, participation, gender or open government).

Lastly, one of the most important values or intangible assets of these capacity-building courses is the access they provide to a community of individuals (potential learning communities) who share interests, values and practices, despite considerable differences in education, geographic origin, gender and age or generation. Thus, exchange groups among course participants tend to be set up which accelerate knowledge dissemination and practical learning processes throughout the region. Until recently this asset was mass managed, but an alumni network —the Latin American and Caribbean Network of Development Planning— was established in 2018; initially made up of the persons who have taken part in AECID courses in the past four years, it will subsequently will be expanded to include other alumni groups.

Current thinking on development planning is also alive to progress in planning in other areas. Recent trends stress highly participatory and open strategic concepts and formulas in every stage of the planning process, both in defining objectives and in drawing up plans to achieve them, and at every step of the implementation process. Planning poses several challenges, not the least the need to consider it more as a system than as a process; in other words, it is important to recognize that planning no longer consists of the repetitive execution of cycles of plan design, of policy, programme and project implementation, or of evaluation and feedback, but rather of the interaction of a very diverse set of cycles led by different institutions and government levels, at various time frames and with the participation of an active civil society. Thus, multilevel, multitemporal and intersectoral challenges emerge, making participation, transparency and accountability increasingly important.

In line with these ideas, the Institute proposes as part of its training strategy, institutional strengthening and capacity-building, a set of ad hoc courses or programmes for countries in topics related to foresight for development, planning for development, open government, transparency and citizen participation in public management.

2. Outcomes of training activities during the period

The Institute promotes its face-to-face training and distance-learning programme as a strategic initiative to support the development of skills and abilities in public management and planning for development in the region. The best way to show the impact and understand the focus of the training activities conducted by ILPES is to classify these courses using the planning and public management for development cycle as a criterion. Table A1.1 lists the international and national courses delivered between September 2017 and June 2018.

Table A1.1

Planning and public management for development cycle: themes of international and national courses, September 2017–June 2018

Planning	Launch	Evaluation
Prospective analysis for development and the Sustainable Development Goals of the 2030 Agenda (4–15 September 2017, ECLAC, Santiago).	Results-based management and budget; 6–17 November 2017, ECLAC, Santiago.	Advanced techniques for public investment project evaluation (6–10 November 2017, ECLAC, Mexico City).
Territorial sustainable development planning and the 2030 Agenda (16–27 October 2017, ECLAC, Santiago).	Planning strategies for the implementation of the 2030 Agenda (23–27 October 2017, Tela, Honduras).	Evaluation of public policies and programmes (7–18 May 2018, ECLAC, Santiago).
Foresight for development in Latin America and the Caribbean: approaches, schools of thought and applications (11–15 December 2017; AECID, Cartagena, Colombia).		Formulation and evaluation of health sector projects, ILPES-MDS (25 to 29 September 2017, 2–6 October 2017 and 23–26 October 2017, Santiago, Concepción and Temuco, Chile).
Multilevel planning and the 2030 Agenda (2–13 April 2018; AECID, La Antigua, Guatemala).		
Cross-cutting issues		
Open government strategies in the Americas (23–27 October 2017, ECLAC, Santiago).		
Digital government in the era of open government (4–8 December 2017, AECID, Santa Cruz de la Sierra, Plurinational State of Bolivia).		
Public leadership for inclusive cities (11–15 December 2017, AECID, La Antigua, Guatemala).		
Government, planning and development (19–23 March 2018, AECID, Montevideo).		

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

Tables A1.2 to A1.8 list all the training activities, differentiating between international and national courses, workshops and seminars.

Table A1.2
International courses or courses open to all, September–December 2017

Course subject	Date	Location	Country	Teaching hours	Gender			Number of participating countries
					Women	Men	Total	
Prospective analysis for development and the Sustainable Development Goals of the 2030 Agenda	4–15 September	Santiago	Chile	80	14	21	35	14
Territorial sustainable development planning and the 2030 Agenda	16–27 October	Santiago	Chile	80	13	16	29	12
Strategies for open government in the Americas	23–27 October	Santiago	Chile	40	19	17	36	10
Advanced techniques for public investment project evaluation	6–10 November	Mexico City	Mexico	40	16	20	36	11
Results-based management and budget	6–17 November	Santiago	Chile	80	17	20	37	14
Digital government in the era of open government	4–8 December	Santa Cruz de la Sierra	Bolivia (Plurinational State of)	40	13	11	24	13
Foresight for development in Latin America and the Caribbean: approaches, schools of thought and applications	11–15 December	Cartagena de Indias	Colombia	40	17	9	26	15
Public leadership for inclusive cities	11–15 December	Antigua	Guatemala	40	14	6	20	13
Total				440	123	120	243	Average number of countries per course 13

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

Table A1.3
International courses or courses open to all, January–June 2018

Course subject	Date	Location	Country	Teaching hours	Gender			Number of participating countries
					Women	Men	Total	
Government, planning and development	19–23 March	Montevideo	Uruguay	40	10	21	31	16
Multilevel planning and the 2030 Agenda	2–13 April	Antigua	Guatemala	80	14	15	29	17
Evaluation of public policies and programmes	7–18 May	Santiago	Chile	80	18	21	39	14
Total				200	42	57	99	Average number of countries per course 16

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

Table A1.4

National courses or courses restricted to a limited number of participants, September–December 2017

Course subject	Date	Location	Country	Teaching hours	Gender		Total
					Women	Men	
Formulation and evaluation of health sector projects ILPES-MDS	25–29 September	Santiago	Chile	40	13	12	25
Formulation and evaluation of health sector projects ILPES-MDS	2–6 October	Concepcion	Chile	40	20	16	36
Formulation and evaluation of health sector projects ILPES-MDS	23–26 October	Temuco	Chile	32	13	14	27
Planning strategies for the implementation of the 2030 Agenda	23–27 October	Tela	Honduras	40	17	17	34
Total				152	63	59	122

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

Table A1.5

Combined courses and workshops and seminars, September–December 2017

Course subject	Date	Location	Country	Teaching hours	Gender		Total
					Women	Men	
Workshops in the framework of the agreement between ECLAC and CONEVAL (2 workshops)	August–December	Mexico City	Mexico	48	27	32	59
Workshop: Cost-efficiency assessment for transportation projects-ILPES-MDS	12–14 September	Santiago	Chile	24	3	20	23
Workshop: Management partnerships for commercial districts-SERCOTEC	25 September	Santiago	Chile	8	11	13	24
Evaluation of renewable energy projects	3–5 October	Santiago	Chile	24	6	15	21
First International Congress on Social Project Evaluation-CIESP	20–22 November	Santiago	Chile		146	79	225
Meeting of experts on multilevel planning and territorial development	15–17 November	Santiago	Chile	24	37	59	96
Seminar: "Fortalecimiento de Barrios Comerciales"-SERCOTEC	27 November	Santiago	Chile	8	21	24	45
Total				160	251	242	493

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

Table A1.6
Combined courses and workshops and seminars, January–June 2018

Course subject	Date	Location	Country	Teaching hours	Gender		
					Women	Men	Total
Workshops in the framework of the agreement between ECLAC and CONEVAL (4 workshops)	January–December	Mexico City	Mexico	80	56	66	122
National meeting on open government	17 January	Santiago	Chile	5	37	53	90
Planning strategies for the implementation of the 2030 Agenda	28 February–1 March	Junín	Argentina	16	24	6	30
Planning strategies for the implementation of the 2030 Agenda	13–14 March	Jujuy	Argentina	16	23	18	41
Planning as a means of implementation of the 2030 Agenda: tools, instruments and methodologies	17 April	Santiago	Chile	4	27	18	45
Planning strategies for the implementation of the 2030 Agenda	25–26 April	Corrientes	Argentina	16	25	14	39
Evaluation of the Action Plan 2016–2018: an input for the co-creation of the Open Government Plan of Chile 2018–2020	8 May	Santiago	Chile	5	53	50	103
The nexus in planning processes	16–17 May	Santiago	Chile	17.5	14	28	42
Total				142	259	253	512

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

Table A1.7
Distance-learning courses, September–December 2017

Course subject	Date	Location	Country	Teaching hours	Gender		
					Women	Men	Total
Measuring violence against women in Latin America and the Caribbean	10 July–11 September	Santiago	Chile	80	39	9	48
Management partnership model for commercial districts-SERCOTEC	21 August–30 September	Santiago	Chile	60	14	20	34
Distance learning course for competitiveness, business networks, productive and commercial development-SERCOTEC	21 August–30 September	Santiago	Chile	55	8	6	14
Public policies on care in the framework of sustainable development	2 October–4 December	Santiago	Chile	80	27	4	31
Total				275	88	39	127

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

Table A1.8
Distance-learning courses, January–June 2018

Course subject	Date	Location	Country	Teaching hours	Gender		
					Women	Men	Total
Preparation and social evaluation of public investment projects	3 January–30 March	Santiago	Chile	100	15	17	32
Total				100	15	17	32

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

Annex A2

List of current agreements

Table A2.1 presents a summary of the projects carried out in the period between September 2016 and June 2018, as well as those that are still ongoing.

Table A2.1

Year	Description	Topic	Period
2017	Agreement between ECLAC and the province of Tucumán (Argentina) on technical assistance for updating strategic development guidelines for Tucumán for 2016–2030.	Planning	March 2017–April 2018
2016	Technical cooperation agreement between ECLAC and CONEVAL.	Public administration	October 2016–November 2017 Second phase: 2018–2019
2016	2016–2018 cooperation programme between ECLAC, the Federal Ministry for Economic Cooperation and Development of Germany (BMZ) and the German Agency for International Cooperation (GIZ), to support the implementation of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean.	Planning	September 2016–June 2018
2016	Technical cooperation agreement between SERCOTEC and ECLAC to strengthen commercial districts.	Local development	December 2016– November 2017
2016	Technical cooperation agreement between the Ministry of Social Development of Chile and ECLAC.	Public investment	December 2016–April 2018
2016	ECLAC-AECID 2017–2018 cooperation programme for the development of public management capacities.	Planning and public management	January 2017–April 2019
2016	Cooperation agreement between the Republic of Korea and ECLAC.	Urban planning	June 2016–November 2017
2015	Cooperation agreement between the Office of the Minister-Secretary General of the Presidency (SEGPRES) and ECLAC.	Open government	April 2015 to present
2015	Cooperation agreement between the Transparency Council of Chile and ECLAC.	Open government	January 2015 to present

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

Annex A3

List of publications

1. Alejandra Naser and Álvaro Ramírez Alujas, “Plan de gobierno abierto: una hoja de ruta para los Gobiernos de la región”, *Manuales series*, No. 81 (LC/L.3802/REV.1-LC/IP/L.333/REV.1), September 2017.
2. Jorge Máttar and Luis Mauricio Cuervo (eds.), *Planificación para el desarrollo en América Latina y el Caribe: enfoques, experiencias y perspectivas*, ECLAC Books, No. 148 (LC/PUB.2017/16-P), October 2017.
3. “Panorama de la gestión pública en América Latina y el Caribe: un gobierno abierto centrado en el ciudadano”, *Project Documents* (LC/TS.2017/98/Rev.1), January 2018.
4. “Panorama del Desarrollo Territorial en América Latina y el Caribe, 2017”, *Project Documents* (LC/TS.2017/120), December 2017.



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