

XXVIII

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

12 November 2020

FOR PARTICIPANTS ONLY
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REPORT ON THE ACTIVITIES CARRIED OUT BY THE LATIN AMERICAN AND
CARIBBEAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING (ILPES),
1 July 2019–1 July 2020



UNITED NATIONS





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ECLAC



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Executive summary

Pursuant to the mandates issued by its governing body, the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) submits this activities report covering the period from 1 July 2019 to 1 July 2020. The activities detailed in this report are in line with subprogramme 9 “Planning and public management for development”, which establishes the ILPES working strategy. This seeks to improve planning and public management processes in the countries of Latin America and the Caribbean, in order to facilitate implementation of the 2030 Agenda for Sustainable Development. This is done mainly by strengthening their capacities in these areas, including open and gender-sensitive approaches to governance; and by enhancing capacities, knowledge and exchange of experiences in the area of planning and public management for development, through learning communities of key stakeholders in the region, including governments.

To accomplish this objective, ILPES provides technical services in the form of three working modalities: technical cooperation; training; and applied research. The Institute also has a number of strategic knowledge management tools for activities undertaken, these are the Regional Observatory on Planning for Development in Latin America and the Caribbean, the PlanBarometer, expert networks and learning communities.

It should be noted that, as a result of the coronavirus disease COVID-19 pandemic, a major part of the work programme presented for this period has been developed in virtual mode, since the restrictions on travel between countries, imposed since 15 March 2020, have prevented ILPES staff from responding in person to countries’ demand for their technical services. Owing to the pandemic, the three working modalities —training, technical assistance and research— have been adapted using various communication and training platforms, by converting the supply of classroom-based training to distance-learning courses with both synchronous and asynchronous activities.

Consequently, activities undertaken in the countries of Latin America and the Caribbean to strengthen competencies and capabilities in planning and public management for development, with a regional and gender perspective, included training and technical assistance courses during this period with the following institutions of the region:

- Ministry of Economic Affairs and Finance (MEF) of Panama – Programme to strengthen the National Planning System.
- Office of Planning and the Budget (OPP) of Uruguay – Proposal to mainstream the gender perspective in public policy. Central region programme. Promotion of small towns.
- Technical Secretariat of Planning (STP) of Paraguay – Work plan for strengthening STP and the planning system to implement the National Development Plan in the framework of the 2030 Agenda for Sustainable Development.
- Ministry of National Planning and Economic Policy (MIDEPLAN) of Costa Rica – Formulation of a National Policy for Regional Development.
- Ministry of Science, Technology and Telecommunications (MICITT) of Costa Rica: government interoperability.

- General Coordination Secretariat of Government (SCGG) of Honduras – preparation of the voluntary national report on progress in implementing the 2030 Agenda, presented at the high-level political forum on sustainable development (HLPF).
- National Council for the Evaluation of Social Development Policy (CONEVAL) in Mexico – Activities in the framework of the Technical Cooperation Agreement.¹
- General Secretariat of the Presidency of Ecuador – Open government in Ecuador in the framework of the 2030 Agenda for Sustainable Development.
- Ministry of Communications of Costa Rica – tools for implementing open government action commitments in the framework of the 2030 Agenda for Sustainable Development.
- Foundation for Citizenship and Development (FDC) and international counterpart – Open government principles for formulating initiatives in the framework of the 2030 Agenda for Sustainable Development
- Honduran Institute of Science, Technology and Innovation (IHCIETI) – Foresight applied to the design of national science, technology and innovation plans.
- Secretariat for Planning and Programming of the Office of the President (SEGEPLAN) of Guatemala (SEGEPLAN) – Capacity building in foresight for development.

Training courses were also held on the following topics: open government; foresight for development; strategic institutional planning and results-based management; tools for strategies to implement the national development plan in the framework of the 2030 Agenda; interoperability of processes in public administration systems; logical framework for the formulation of development projects.

In December 2019, a team consisting of staff from ILPES and the ECLAC subregional headquarters for the Caribbean developed the content of the ECLAC disaster assessment methodology to create a distance-learning course. The output of this endeavour was a pilot course in English titled “Damage and Loss Assessment Methodology and Planning for Disaster Risk Reduction”. Subsequently, in May and June 2020, the same thematic content was translated into Spanish to develop a disaster-assessment methodology course with a special emphasis on epidemics. It was necessary to include a module on health sector evaluation with a special focus on the calculations involved in evaluating an epidemic, so that the content could be kept up to date.

In brief, during the period under analysis, five international courses were organized, in addition to seven national courses, 10 distance-learning courses and 16 seminars and workshops. Altogether, 1,232 people participated in these training events, of whom 53% were women.

During the period review, activities were also undertaken to foster the exchange of good practices, strengthen links with other development actors and improve cooperation among the region’s governments. These included the following:

- Development planning network seminar (November 2019), Santo Domingo, Dominican Republic.
- Meeting of experts on policies and planning for territorial development (November 2019), Santiago, Chile.
- Meeting of experts on institutional public management (November 2019), Santiago, Chile.
- Virtual expert workshop on territorial policies for post-COVID-19 economic and social recovery: towards a collaborative approach.

¹ Specific collaboration agreement between the National Council for the Evaluation of Social Development Policy of the United Mexican States and the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), for the project to improve and strengthen the instruments of the social policies and programmes monitoring system 2020. GOBMEX SER/CJA. Agreement No. DGAC/DEMPPS/01/2020.

With regard to strategic tools, progress was made in implementing the PlanBarometer at the territorial level, in response to the request made at the twenty-seventh meeting of the Regional Council for Planning. In November 2019, the PlanBarometer was applied in the Municipality of Barba, Heredia Province, in Costa Rica. A second experience in implementing the PlanBarometer subnationally was undertaken in November 2019 in the Municipality of Santo Domingo Este in the Dominican Republic. Lastly, in February 2020, the PlanBarometer was applied in Costa Rica with a group of MIDEPLAN staff, who worked on six geographical regions: Brunca, Chorotega, Huetar Norte, Central, Huetar Atlántica and the Pacífico Central.

The Regional Observatory on Planning for Development in Latin America and the Caribbean made progress in presenting eight planning notes (seven of which were published within the period covered by this report). These have examined various planning and public management topics, such as open government, territorialization of planning, budgets and sustainable development objectives, among others. In addition, a discussion group was organized in conjunction with the ILPES Planning Network for Development in Latin America and the Caribbean and the Spanish Agency for International Development Cooperation (AECID), on challenges of the territorialization of the 2030 Agenda in Latin America and the Caribbean.

A number of virtual and face-to-face meetings coordinated by ILPES have also been held, as detailed in this report: both the Latin American and Caribbean Network of National Public Investment Systems (SNIP Network), and the Network of Development Planning in Latin America and the Caribbean, which has over 1,200 members, thus forming a critical mass of thought and action to foster development planning.

In addition, strategic partnerships with international donors provide fundamental support for ILPES in increasing its capacity to provide technical assistance, and to generate and manage regional knowledge among a range of actors. These include: AECID, in the framework of component III on building capacity to address the challenges of planning and public management for implementing the 2030 Agenda; the project on sustainable development paths for middle-income countries in the framework of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean, which forms part of the cooperation programme between ECLAC and the German Federal Ministry for Economic Cooperation and Development (BMZ), executed by ECLAC in conjunction with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ); and cooperation with the Republic of Korea, with a view to strengthening impacts on the promotion of sustainable urban and rural development in Latin America and the Caribbean.

Lastly, during the period covered by this report, ILPES published five new documents: *Planning for Sustainable Territorial Development in Latin America and the Caribbean*. August 2019; “Planificación multiescalar, regional y local. Volume I”, *Seminars and Conferences series* No. 91 (September 2019); “Planificación multiescalar: Las desigualdades territoriales. Volume II”, *Seminars and Conferences series* No. 92 (September 2019); “Planificación multiescalar: ordenamiento, prospectiva territorial y liderazgos públicos. Volume III”, *Seminars and Conferences series* No. 93 (October 2019); “La dimensión territorial en el marco de la Agenda 2030 para el Desarrollo Sostenible”, *Project Documents*, October 2019.



Introduction

This report has been prepared for the twenty-eighth 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 is to be held in virtual mode on 12 November 2020.

The report describes the activities carried out by ILPES in the period from 1 July 2019 to 1 July 2020, pursuant to Resolution 720 (XXXVII) adopted by the Economic Commission for Latin America and the Caribbean (ECLAC) at its thirty-seventh session held in Havana in May 2018. In that resolution, the Commission welcomed the strategic priorities for the Institute's work, which indicate the following:²

Subprogramme 9 "Planning and public management for development" includes the ILPES working strategy, which seeks to improve planning and public management processes in Latin American and Caribbean countries, in order to advance the implementation of the 2030 Agenda for Sustainable Development. This will be achieved mainly by strengthening their capacities in this area, including both open government and gender sensitivity approaches, and by strengthening capacities, knowledge and exchanges of experiences through learning communities among key stakeholders in the region, including government.

The 2030 Agenda for Sustainable Development is the main framework of reference for the Commission's interventions regarding countries' development strategies and priorities. As such, it shapes the work of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) in providing high value added services, such as applied research, technical advice and training, and the development of networks and communities of practice to this end.

ILPES is a leader in research, technical cooperation and training in planning, economics and management of the public sector for the development of Latin American and Caribbean countries. It convenes discussion and reflection on the challenges faced by countries in their development strategies. It contributes to national and subnational efforts aimed at improving the quality of public policies and strengthening institutional capacities.

To implement its strategy, ILPES engages in permanent dialogue with the countries and systemizes their requests for assistance, in terms of the subjects and areas of planning and public management to be covered and the types of services requested. The subprogramme has a four-pronged strategy: (i) to undertake applied, timely research in cross-cutting planning and public management issues of relevance for the implementation of the 2030 Agenda in Latin America and the Caribbean; (ii) to provide technical cooperation services to support institutional capacity-building in planning and public management systems and processes; (iii) to provide government officials and relevant stakeholders with training (in situ and e-learning) to build competencies, capabilities and capacity in the countries of Latin America and the Caribbean in the areas of planning and public management for development; and (iv) to promote the sharing of experiences and good practices among countries to build and strengthen learning networks. For these purposes, a range of innovative capacity-building and networking instruments are employed, including planning dialogues with high-level authorities, the Regional Observatory on Planning for

² See Economic Commission for Latin America and the Caribbean (ECLAC), *Draft programme of work of the ECLAC system, 2020* (LC/SES.37/8), Santiago, 2018, and *Draft programme of work of the ECLAC system, 2018–2019* (LC/G.2665(SES.36/8)), Santiago, 2016.

Development in Latin America and the Caribbean, and the PlanBarometer, which is a diagnostic tool for understanding the consolidation of planning and public management systems in the region.

To fulfil the work programme, strategic guidelines and mandates formulated by planning ministers and authorities were received at the seventeenth meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), which took place in Montevideo on 29 and 30 August 2019.³

The activities undertaken to achieve the objectives and indicators, as formulated, have included organizing the meetings of the Regional Planning Council and its Presiding Officers; holding international meetings of experts; preparing publications on specific topics; providing technical assistance services on demand; delivering courses on demand and open to all; revitalizing networks of experts, such as the SNIP Network and the Planning Network for the Development and Updating of the Regional Planning Observatory; and applying new working tools, such as the PlanBarometer. All of these activities have been organized and implemented by the ILPES team, which, as part of ECLAC, has been operating in teleworking mode since March 2020.

The effects of the pandemic have hastened the process of adapting the entire range of courses to the distance-learning format, including both synchronous and asynchronous activities, as well as technical advice also provided virtually on demand. These changes have required an ability to adapt in a short period of time, and to reorganize and adjust priorities and internal work arrangements.

A. Activities

The agreements approved in the Regional Council for Planning have steered ILPES activities towards progress on each of the established objectives, as detailed below.

1. Substantive servicing of meetings

(a) Intergovernmental meetings

During this period, work was done in preparation for the seventeenth meeting of the Regional Council for Planning which was held in Montevideo, Uruguay, in August 2019. Representatives from the following 20 countries in the region participated: Argentina, Bahamas, Brazil, Chile, Colombia, Cuba, Dominica, Dominican Republic, Ecuador, Guatemala, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Trinidad and Tobago, and Uruguay. On that occasion, the current presiding officers of the Regional Council for Planning took office, with Uruguay serving as chair, and Argentina, Chile, Cuba, the Dominican Republic, Jamaica, Panama and Paraguay and also serving. These presiding officers will serve for the period 2019–2021.

(b) Ad hoc expert group meetings

Meeting of Experts on Policies and Planning for Territorial Development (November 2019) Santiago, Chile. This meeting was organized by ILPES and the Open Network for Foresight and Innovation in Latin America and the Caribbean of the Ibero-American Programme of Science and Technology for Development (CYTED). The event was intended as an opportunity for reflection and debate on challenges and experiences in implementing territorial development policies in Latin America and the Caribbean. It also sought to reflect on the contributions made by foresight to implementation of the 2030 Agenda and the Sustainable Development Goals. The event created a mechanism for specialists from the region to share their experiences and knowledge, through an open call for research papers on the

³ See resolution CRP/XVI/01.

topic, as well as opportunities for implementing the 2030 Agenda in the region. Over 60 participants from 16 countries in the region participated.

Meeting of Experts on Institutional Public Management (November 2019). Santiago, Chile. For two days in November 2019, 22 public management specialists attended the meeting of experts in institutional public management, held at ECLAC headquarters in Santiago, Chile. Participants ranged from academics to senior managers of public institutions at different levels of government, from Argentina, Chile, Costa Rica, Guatemala, Mexico, Panama, Paraguay and Uruguay.

The purpose of the meeting was to generate a space for discussion and dissemination of practices and experiences among the participants, and to analyze the Institutional Performance Framework (MDI) —a tool developed by ILPES. In a first stage, participants were presented with the conceptual framework of the tool, reflecting the three pillars of institutional excellence: inclusive, effective and strategic.

The experts were then organized into groups to discuss the main obstacles facing the region's public institutions in becoming centres of excellence, both today and in the future, and to identify possible solutions in the different domains of public management.

Once the contextual reality of public management and potential alternatives to address its challenges had been agreed upon, the participants were invited to publicly disseminate, analyze and contribute to collective creation of the MDI tool. The tool makes it possible to diagnostically assess the performance of institutions in achieving results and generating public value; but it also facilitates the fulfillment of certain criteria, agreed upon with experts, which are considered the most relevant to determining the excellence of a public organization, in response to the challenge of integrality proposed by the 2030 Agenda.

The analysis of MDI was organized in group workshops, each of which reviewed different criteria. Their analyses were presented in plenary sessions to complete the review of all 50 criteria that make up the tool. The result of the activity made it possible to specify the adjustments needed to make MDI a useful tool of feasible application in public institutions.

Sixth round of planning workshops: on open government and citizenship at the centre of public management. Representatives from academia, the public and private sectors, non-governmental organizations and civil society stakeholders were invited to submit research papers on the topics of open and participatory budgets, open data for innovation and information access, citizen participation in decision-making and collaboration among stakeholders, and open government policies and institutional openness.

This call for papers produced 196 submissions: 58 on open government policies and institutional openness; 22 on open and participatory budgets; 23 on open data for innovation and access to information; 93 on citizen participation for decision making and collaboration among stakeholders. Of the papers presented, 15 were selected for inclusion in a document to be published by the end of 2020.

2. Non-recurrent publications



Planning for Sustainable Territorial Development in Latin America and the Caribbean (August 2019).⁴ This document was published as the 2019 Regional Council for Planning position paper. It views territory as “as a human community with a sense of belonging, future and ownership of a physical, natural or artificial space. It is a social construct nourished by culture, politics, technology and infrastructure, which serves to address the challenges of development, sustainability and equality. It is within this complex construct that territorial development policies in the countries of Latin America and the Caribbean need to be examined and improved, in order to reduce inequalities and build capacities [...] It gauges the state of the art and examines the variety and breadth of policy interest in the territorial sphere. The outcome indicates that, rather than policies, the appropriate term is a cluster or family of territorial development policies. In practice, however, this family lacks the desirable cohesion and coordination, and thus needs to be consolidated into an ecosystem. A model for analysis —Territorial PlanBarometer— is presented as a first step towards achieving this.”

“Planificación multiescalar, regional y local. Volumen I”, *Seminars and Conferences series*, No. 91, September 2019.⁵ This study argues that introduction of the multiscale concept in understanding territorial development represents the search for a broader vision. It recognizes the complexity of the problem and the need to simultaneously consider the multiple relationships and roles of geographic scales in explaining territorial development and the corresponding policies. This first volume considers reflections and experiences related to the challenge of multiscale, regional, and local planning from different, but complementary perspectives.

“Planificación multiescalar: las desigualdades territoriales. Volumen II”, *Seminars and Conferences series*, No. 92, September 2019.⁶ This second volume states that the multiscale and multilevel approach to territorial development is relatively recent in Latin America and the Caribbean, dating from early 2010. ILPES and ECLAC have contributed to the volume with research, training and technical assistance. Similarly, introduction of the multiscale concept in understanding territorial development represents the search for a broader vision that recognizes the complexity of the problem, and the need to simultaneously consider the multiple relationships and roles of geographic scales in explaining territorial development and the corresponding policies. As can be seen throughout the volume, which is divided into two parts (Global transformations and territorial dynamics; and New territorial tensions at multiple scales), the contributions included in this line of work vary greatly. They raise new questions, enrich knowledge based on experiences, provide a better understanding of problems and contribute to the quality and relevance of territorial development policies and planning in the region’s countries.

“Planificación multiescalar: ordenamiento, prospectiva territorial y liderazgos públicos. Volumen III”, *Seminars and Conferences series*, No. 93, October 2019.⁷ The November 2017 Meeting of Experts expressed interest in receiving studies related to a fundamental subject with a long history in the work of ILPES: territorial planning and foresight, and other emerging topics such as public leadership. Accordingly, this third volume consists of three parts. The first part deals with multiscale issues in the challenges of territorial planning. The second is devoted to territorial foresight, and the third part presents reflections and experiences relating to the formation and challenges of public leaderships.

“La dimensión territorial en el marco de la Agenda 2030 para el Desarrollo Sostenible: guía metodológica para la planificación estratégica de un territorio”, *Project Documents*,⁸ October 2019. The aim of this document is to provide territorial agents with a methodological guide that will enable them to enhance thinking on development practices in the field, with the subnational level as a unit of analysis. This could be a municipality, an intermunicipal area, or a cross-border area, among other possibilities. This proposal will provide an outline of content and methodology that can be fleshed out by reading other texts proposed in the bibliography.

⁴ LC/CRP.17/3.

⁵ LC/TS.2019/53.

⁶ LC/TS.2019/54.

⁷ LC/TS.2019/61.

⁸ LC/TS.2019/58.

3. Other substantive activities

The Regional Observatory for Development Planning in Latin America and the Caribbean was launched on the ECLAC website in October 2017, during the sixteenth meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) in Lima, Peru. Since then, the Observatory has registered more than 1,000,000 hits and gained over 800,000 users; and it now contains a systemization of the national planning systems of the region's 33 countries, along with legal frameworks linked to the countries' planning and public management, national development plans, urban plans, land use plans and open government plans.

The general objective of the Observatory is to provide a dynamic space for information, analysis, and collective construction of knowledge on planning and public management processes in the region, for governments, academia, the private sector, and civil society. The Observatory also reflects the importance that the 2030 Agenda has acquired since 2015, as a reference framework for the public policies developed and implemented in the signatory countries. For this reason, since its launch, the Observatory has worked to analyze the Agenda and its 17 Sustainable Development Goals (SDGs) and the links that the various planning and public management instruments forge with it.

The period covered by this report has seen a vast output of planning notes for development (*Notas de Planificación para el Desarrollo*), which offer a more in-depth analysis of the following topics:⁹



⁹ Although a total of eight planning notes have been published, this report only covers the seven that were published between July 2019 and July 2020.

- *Nota de Planificación para el Desarrollo N° 1* (15.8.2019), on territorialization of the 2030 Agenda. Participation by intermediate and local governments is essential to reduce inequality gaps, to “leave no one behind”, and to implement public policies that not only respond adequately to the difficulties faced by the different territories, but also take advantage of and maximize their potential.
- *Nota de Planificación para el Desarrollo N° 2* (9.9.2019), on open government in Latin America and the Caribbean. Strengthening democracy in Latin America and the Caribbean is an imperative; and for this purpose it is essential to build peaceful societies with solid institutions that can deliver information, be held accountable and guarantee access to justice at all levels.
- *Nota de Planificación para el Desarrollo N° 3* (14.10.2019), on a tool to improve the quality of planning. The key aim of the PlanBarometer is to help improve development planning in the Latin American and Caribbean region. This tool contributes to the fulfilment of the Sustainable Development Goals by facilitating the analysis of planning processes and verifying whether they meet minimum quality standards.
- *Nota de Planificación para el Desarrollo N° 4* (20.11.2019), on a platform for follow-up and monitoring of the Sustainable Development Goals in Latin America and the Caribbean. Thus far, 13 countries in the region have made headway in consolidating platforms that enable them to review and make visible their progress in fulfilling the 2030 Agenda. However, the information available online in the different countries varies greatly in terms of quantity, quality and level of data analysis.
- *Nota de Planificación N° 5* (17.12.2019), on efforts made by the territories to implement the 2030 Agenda and the Sustainable Development Goals. Some territories in the region have recognized the advantages of incorporating the 2030 Agenda approach into their plans and public policies, since this affords a more comprehensive perspective to the planning process.
- *Nota de Planificación N° 6* (5.2.2020), on open government—local progress towards transparent and participatory public management. In Latin America and the Caribbean, some territories at the intermediate and local level have promoted open government by implementing interconnected tools and strategies to guarantee accountability, transparency and citizen participation.
- *Nota de Planificación N° 7* (20.04.2020) on public budgets and the Sustainable Development Goals. The adoption of the 2030 Agenda in 2015 gave countries both the challenge and the opportunity to link the Sustainable Development Goals to their planning instruments, budget and national public investment plans. Although the process is not linear or immediate, major strides are being made in the region in this domain.

Another important activity undertaken by the Regional Observatory for Development Planning and the Planning Network was a discussion forum, held in June and July 2020, on the challenges of implementing the 2030 Agenda at the territorial level in Latin America and the Caribbean. The purpose of the activity was to provide opportunities for discussion, with a view to identifying the challenges faced by local governments in implementing the 2030 Agenda in their territories; and to move towards a collective construction of solutions to address those challenges, considering the change in priorities forced by the pandemic. The guiding questions of the forum were: “What challenges do you think your territory faces in implementing the 2030 Agenda and how can they be addressed?” “How might the current coronavirus pandemic situation affect the process of implementing the 2030 Agenda and making progress towards achieving the Sustainable Development Goals in your locality?” “How can peer learning and international cooperation contribute to addressing these challenges?”

The SNIP Network was created in 2010 to help improve the management of public investment in member countries, through the exchange of experiences, documents and information on project

evaluation and management, information systems and training, among other topics. In conjunction with the Inter-American Development Bank (IDB) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), ILPES provides technical secretariat services to the Network.

Through a process coordinated with the SNIP Network, in 2019 and 2020 the key elements of national public investment systems were systemized for 16 of the region's countries (Argentina, Bolivia, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru and Uruguay). The process aimed to profile the systems in the Regional Observatory of Development Planning, and disseminate a portal to facilitate the Network's collaborative endeavours. Thus far, knowledge management products have been generated, such as a database of the structure, instruments and processes of the SNIPs in 16 countries, for implementing the Sustainable Development Goals and the 2030 Agenda through public investment. A series of meetings and seminars have been held within the Network's auspices, which are detailed in point 5 of this report.

The PlanBarometer is an analytical tool and discussion methodology, consisting of a set of criteria that identify quality factors to characterize development planning instruments, processes and systems. Its primary objective is to help improve development planning in the Latin American and Caribbean region, by analysing the key characteristics that influence it. This tool contributes to fulfilment of the Sustainable Development Goals by making it possible to identify both strengths and areas for development in national planning systems, particularly in the five dimensions studied by the PlanBarometer: the institutional framework, design, implementation, and results of public policy, as well as the degree to which global and regional commitments are fulfilled.

The PlanBarometer is designed as a mechanism for systemizing and recognizing the development-planning experience of Latin American and Caribbean countries, thus serving as a useful tool for self-evaluation and characterization of development planning processes and systems, in terms of their compliance with quality standards.

Recently, work has been done to implement the PlanBarometer at the territorial level, in response to a request made at the seventeenth meeting of Regional Council for Planning. In November 2019, it was implemented in the municipality of Barba, Province of Heredia in Costa Rica. A second experience at the subnational level was carried out in November 2019 in the municipality of Santo Domingo Este in the Dominican Republic. Lastly, in February 2020, the PlanBarometer was applied with a group of officials from MIDEPLAN in Costa Rica, who worked on six geographical regions: Brunca, Chorotega, Huetar Norte, Central, Huetar Atlántica and Pacífico Central.

In the case of the municipality of Barva, the main findings included the fact that the development level of dimensions of the local planning system are relative homogeneous,¹⁰ with the global commitments dimension having made the least progress. The latter reflects a failure to incorporate the 2030 Agenda into local plans. In contrast, the results obtained from applying the methodology in the municipality of Santo Domingo Este¹¹ reflect a balance between the general dimensions. The institutional and design dimensions display the highest levels of development, with nearly 80% achievement.

¹⁰ PlanBarometer was implemented on 14–19 November 2019. In this exercise, the territorial model was applied in face-to-face mode, with participation by officials from various units of the municipality, along with 25 local officials and four representatives from MIDEPLAN tasked liaising between the ministry and the municipalities of that region.

¹¹ PlanBarometer was implemented on November 22, 2019, using the territorial model in face-to-face mode. The application workshop involved 23 officials from various units of the municipality, along with five participants from other nearby municipalities and two representatives from the Ministry of Economy, Planning and Development.

4. Advisory services

(a) Secretariat of General Government Coordination (SCGG) of Honduras

During the period covered by this report, technical assistance was provided to the Government of Honduras, following a request from SCGG for support in preparing its Voluntary National Review (VNR) for presentation at the HLPF.

Staff from ILPES and the ECLAC subregional headquarters in Mexico supported the process from the outset, proposing an annotated index, outlining a plan of action to address the challenges facing SCGG in progressing towards achieving the National SDG Agenda (*Agenda Nacional de los ODS* (AN-ODS)). In this process, ECLAC also supported and promoted the involvement of other actors, both the private sector and representatives of other stakeholders, in preparing the VNR and taking ownership of the AN-ODS. All the principles and recommendations proposed by the Secretary-General for preparing VNRs were reviewed; and several aspects were also discussed during the regional workshop for Latin American and Caribbean countries presenting their VNRs in 2020, which was held at ECLAC in February 2020. Next steps were defined for disseminating the Review and for making progress on AN-ODS in its implementing agencies (National Commission; Technical Committee). The challenges that Honduras had to face in preparing its VNR were addressed, and the key messages of the VNR were transmitted to United Nations Headquarters in April 2020; the document was submitted in June, before being presented at the high-level political forum, which was held in July in virtual mode as a result of the COVID-19 pandemic.

(b) Office of Planning and Budget (OPP) of Uruguay

The technical assistance provided to OPP involved supporting the development of a proposal for mainstreaming gender in public policy, and development of the Central Region Programme: promotion of small localities.

With regard to gender mainstreaming, an assessment was made of opportunities for women living in small towns and rural areas in the centre of the country to exercise economic autonomy; and of expectations, or actions that could be implemented, for gender mainstreaming in the Northern Region Programme.

The Central Region Programme, on promoting of small localities, has three aims:

- (i) To identify processes and trends in productive activities (forestry and others), and the opportunities that these imply for fostering development in the region.
- (ii) To agree upon strategic bases among the different public actors involved (national, departmental, municipal), around which it will be possible to articulate and generate synergies to guide the management of the Central Region's territory towards sustainable development. The initial focus will be on the complementarity of urban services and facilities among various small and medium-sized cities.
- (iii) To define lines of action that have a major impact on the quality of life of both the current population and the new inhabitants of the region, considering thematic areas such as housing, health, education, care, mobility, connectivity, leisure, recreation and culture, among others.

The programme will be implemented in the Central Region of the country, in an area that encompasses the departments of Cerro Largo, Durazno and Tacuarembó. This regional planning group is coordinated by OPP and has input from the Office's Decentralization and Public Investment Directorate, the National Directorate for Land Management and the Environment, the Ministry of Education and Culture; the National

Public Education Administration (ANEP), the Ministry of Health, the Ministry of Social Development, the Uruguayan Institute for Children and Adolescents, the Ministry of Tourism and the Ministry of Housing and Regional Planning.

(c) Technical Planning Secretariat for Economic and Social Development (STP) of Paraguay

Within the framework of the ECLAC-BMZ/GIZ cooperation programme on development paths for middle-income countries in Latin America and the Caribbean in the framework of the 2030 Agenda for Sustainable Development, ECLAC has implemented a technical assistance process with the Technical Secretariat for Economic and Social Development Planning. This aims to strengthen institutional capacities to implement its National Development Plan in the framework of the the 2030 Agenda and the Sustainable Development Goals. The following activities were carried out under this collaborative arrangement:

- Technical review of the update of the “Paraguay 2030” National Development Plan (July–September 2019)
- Analysis of links between the targets of the 2030 Agenda and the specific objectives of the National Development Plan (July 2020)
- Training activities in the following areas:
 - Capacity-building to develop strategies for implementing the 2030 Agenda (December 2019)
 - Self-assessment of the planning system. PlanBarometer (December 2019)
 - Institutional planning and results-based management in the framework of the National Development Plan (PND) and the 2030 Agenda (March 2020)
 - Open government (December 2019–July 2020)
 - Foresight (July 2020)
- Diagnostic assessment of the availability of statistical data from the PND monitoring and evaluation system and construction of indicators (October 2019)

(d) Ministry of Science, Technology and Telecommunications (MICITT) of Costa Rica

Technical assistance with MICITT of Costa Rica has involved a series of meetings and workshops to provide close collaboration on government interoperability. The technical workshop on the interoperability of processes in State administration systems, held in San José, Costa Rica, on 5–9 August 2019, was attended by 18 officials from 15 public institutions.

The Latin American and Caribbean Institute for Economic and Social Planning has been supporting the implementation of this digital transformation strategy. The technical assistance began in August 2019 with the key aim of identifying common points of intervention for capacity building, and generating intersectoral links for digital development, particularly in the range of public services made available online through government interoperability.

To achieve this, a number of workshops and working meetings have been held, in which the senior interoperability staff from 14 State institutions have participated. One of the milestones attained has been the development of a roadmap that covers the following key issues:

- State interoperability strategy (medium/long term)
- Declaration of the public value proposal
- Definition of the institution’s services (legal, semantic, organizational and technical interoperability)
- Support for the development of digital identity

In the context of this proposed medium/long term State interoperability strategy, a Country Interoperability Implementation Team (EIIP) has been set up within Costa Rica's Digital Transformation Strategy, as a transition towards an institutional framework that provides guarantees of continuity and sustainability. This organization encompasses 15 institutions that are representative of the work of the government, including MICITT. It also set up a teamwork arrangement, with two committees: a Steering Committee and a Technical Committee. The Steering Committee spans six institutions out of the 15 selected, which have been leaders in terms of legal and technological regulatory development, exchanging data and services between State institutions and business. This committee has representatives from the Central Bank, the Costa Rican Social Security Fund, the Ministry of Finance, the Judicial Branch and the Supreme Court of Elections. The Technical Committee, in contrast, embraces four strategic pillars of interoperability that form part of the benchmark model for interoperability used by ECLAC. In each domain, the participating institutions identified the pillars in which they would add value in this phase of the project, in the organizational, legal, semantic and technical spheres.

Several activities have been undertaken to identify key issues in the process, including a survey of institutions to ascertain the progress they have made on interoperability. This was assessed by identifying available services, the degree of maturity of these services and other components that represent a basis for moving towards interoperability in the Costa Rican government. Services for citizens and businesses that can be implemented with existing capacities and resources have also been identified, which comply with the legal regulations of the institutions in question and can be implemented at an early stage to benefit citizens and businesses. Possibilities and agreements for collaboration with international entities have also been reviewed in terms of their scope and alignment with the benchmark interoperability model proposed by ECLAC.

Once the public value proposal has been defined, by the end of this technical assistance the Government of Costa Rica should have the wherewithal to construct a government interoperability process and provide digital services involving more than one government agency.

(e) Ministry of National Planning and Economic Policy (MIDEPLAN) of Costa Rica



Since 2019 Costa Rica has been working on the design of a national policy for regional development. In this process, ILPES has provided support through technical assistance —face-to-face throughout 2019 and virtually during the first half of 2020. As part of this technical assistance, four reports that serve as important inputs for developing this policy have been produced, as follows:

- (i) A proposed methodology for constructing regional indicators that can generate policy monitoring.
- (ii) A situational analysis of the status of Costa Rica’s seven planning regions.
- (iii) Financing mechanisms for regional development. Case studies: European Union, Brazil, Ecuador and Chile.
- (iv) A methodology for designing a regional development policy.

These four documents, in conjunction with the training process implemented in 2019, will contribute to the creation of a national regional development policy for Costa Rica.

(f) Ministry of Economy and Finance (MEF) of Panama

Within the framework of the programme to strengthen planning for the mainstream and territorialize the Sustainable Development Objectives in Public Policy, led by MEF and the United Nations Development Programme (UNDP), together with ILPES, a series of activities have been undertaken to build capacities for public policy planning and management.

An essential part of the strategy is to provide technical assistance to strengthen institutional capacities, through training processes and the adoption of new tools and methodologies, enabling staff members to develop their skills and abilities. The strategy focuses on the challenges of improving the quality of public management, for which a wide-ranging process of capacity building has been identified, based on promoting the implementation of policies, plans, programmes and projects that foster Panama’s economic and social development on a sustained and sustainable basis.

This strengthening is targeted on improving the planning and public investment system; making headway on implementing programme- and results-based budgeting; modernizing management with elements of openness, transparency, accountability and citizen participation; and improving monitoring and evaluation systems that create the conditions for progress toward better and greater decentralization of public action. Soft skills, relational skills and change management have become essential elements in a training programme such as this. The activities of this technical assistance include 12 technical modules, of which the first three modules had been completed as of 30 June 2020, on the following topics:

- (i) Planning for development
- (ii) Territorial planning
- (iii) Public leadership (with some topics pending because the course was cancelled midway owing to COVID-19)

The results, agenda, guides, workshops and evaluations of each module have been developed in both the virtual and the face-to-face phases. Twenty-five individuals are participating in this programme from the following four MEF departments: Budget, Public Policy, Economic and Social Analysis, and Investment Programming.

Another important activity was the mission undertaken by ILPES Director Cielo Morales, who led a dialogue among planning authorities, with participation by the Secretary of Planning of Guatemala, the Director General of the Planning Institute of Jamaica (PIOJ) and the Vice Minister of Planning of the Dominican Republic. The aim was to share experiences on institutional planning typologies in the region and provide inputs to strengthen planning in Panama.

Under this technical assistance, the Government Strategic Plan 2020–2024 was discussed with a view to strengthening it prior to publication on 31 December.

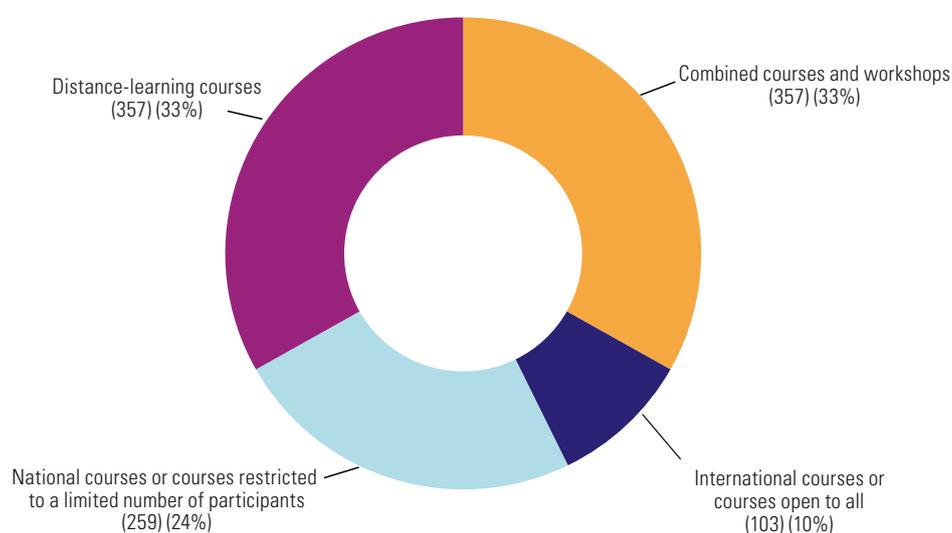
The dialogue was attended by the heads of all MEF departments (Budget, Economic Analysis, Public Policies, Investment Programming), along with the intermittent presence of the Minister and constant participation by the Vice-Minister of Economy. Doubts concerning the operation, challenges and opportunities of each of the institutional typologies were clarified. A workshop was also held with members of the MEF Public Policy Department to systemize the dialogue and propose likely scenarios for strengthening the country's planning function and institutional framework.

5. Training courses, seminars and workshops

Between 1 July 2019 and 1 July 2020, five international courses were organized, along with seven national courses, 10 distance-learning courses and 17 seminars and workshops. A total of 1,232 people participated in these training events, of whom 53% were women. The number of distance courses rose significantly in this period, since only one was recorded in the 2018–2019 report of the Council for Regional Planning. As a result of the pandemic and reorganization of the work programme to teleworking, training was converted entirely to distance learning, with a total of 10 courses. Nearly all of these were carried out between March and July of this year, the most active period of the first wave of the COVID-19.

The ILPES distance training courses addressed the following topics: open government; foresight for development; strategic institutional planning and results-based management; tools for the implementation strategies of the national development plan within the framework of the 2030 Agenda; interoperability of processes in State administration systems; and logical framework for the formulation of development projects.

Figure 1
Total participants in ILPES courses, by type of course, 1 July 1 2019–1 July 1 2020^a
(Number of persons and percentages)



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

^a Percentages calculated with respect to a total of 1,232 people.

Figure 2

Total participants in ILPES courses, by gender, 1 July 2019–1 July 2020^a
(Number of persons and percentages)



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

^a Percentages calculated on a total of 1,232 people.

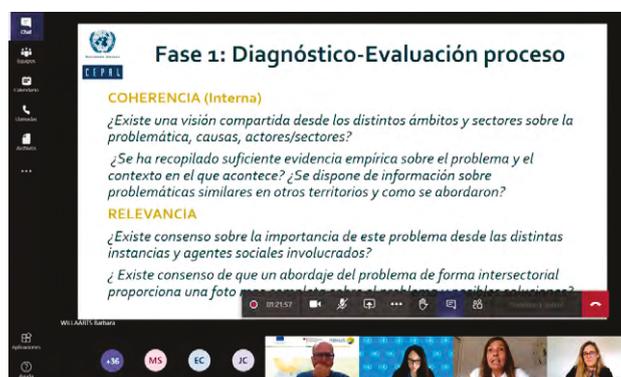
In December 2019, a team of officials from ILPES and the ECLAC subregional headquarters for the Caribbean worked on the content of ECLAC’s Disaster Assessment Methodology to develop a distance-learning course. The output was a pilot course in English titled “Damage and Loss Assessment Methodology and Planning for Disaster Risk Reduction”. Subsequently, in May and June 2020, the same thematic content was translated into Spanish, to develop the course on disaster assessment methodology with a special emphasis of epidemics. It was necessary to include a module on health sector evaluation with a special focus on the calculations involved in evaluating an epidemic, so that the content could be kept up to date.

Meanwhile, the agreements with Mexico’s National Council for the Evaluation of Social Development Policy (CONEVAL) continue to be implemented, of which two are now in force. The first one, on institutional and capacity building of the monitoring system for social policies and programmes 2019, aims to contribute to the institutional strengthening of the Monitoring System of Social Policies and Programmes in Mexico. It will provide courses on social programme monitoring (logical framework, construction of indicators and results-based management) for federal, state and municipal public servants; as well as analysis, review and feedback on indicators in technical advisory services, social programme technical boards, and social policy workshops.

A second agreement now in force aims to improve and strengthen the instruments of the 2020 monitoring system for social policies and programmes. This will provide courses on social programme monitoring for federal, state and municipal civil servants, as well as indicator analysis and feedback on advisory services and technical review boards for social programmes.

Within the framework of the two agreements, six technical assistance courses were given for federal social programmes, along with 12 training courses: four on logical framework at the federal level; two on the results focus at the federal level; three on indicators at the federal level; and three on monitoring tools at the state level. These courses provided training to 378 officials, in a total of 264 class hours.

(a) Seminars held in the framework of the Network of National Public Investment Systems (SNIP)



During the period under analysis, the following seminars were held in virtual mode, with participation from Latin American public investment managers and their immediate teams:

- Discussion on possible channels and actions of cooperation between countries in response to the contingency generated by COVID 19, strengthening the collaborative work of the Network (15 April 2020).
- Virtual seminar on enhancing flexibility in the SNIPs in the time of COVID 19 and its results (20 May 2020).
- Virtual seminar on public investment planning, targeting the water-energy-food nexus, organized by the Water and Energy Unit of the Natural Resources Division of ECLAC (24 June 2020).

(b) International seminar held under the auspices of the Latin American and Caribbean Development Planning Network



The Latin American and Caribbean Development Planning Network is a space for meeting, exchanging experiences and discussing development planning in the region. This learning community emerged in response to the need felt by ILPES and AECID course participants to keep in touch after training activities

had ended. The Network aims to enhance application of the knowledge acquired, and to maintain the dialogue and networks created within the framework of the activities of the ECLAC-AECID Technical Cooperation Programmed, and thus foster peer learning. The Network has over 1,200 members from 24 countries in the region. The discussion groups are organized around four main themes: public leadership; foresight; open government; and planning, government and development.

In November 2019 in Santo Domingo, Dominican Republic, an international seminar was held on knowledge management and learning communities for the creation of public value. The seminar was organized jointly by the ILPES-ECLAC Network of Planning for Development in Latin America and the Caribbean and the Intercontinental Network for the Promotion of the Social Solidarity Economy (RIPESS), with support from the Spanish Agency for International Development Cooperation (AECID) and the German Cooperation Agency (GIZ).

The event served as a vehicle for discussion on the topics of knowledge management and learning communities for the creation of public value. It included presentations, discussions and collaborative workshops on various topics related to knowledge management and peer learning in the framework of development planning in the region. It also consolidated strategic partnerships with the members of the Network; with the Ministry of Economy, Planning and Development of the Dominican Republic (MEPYD); the Centre for Sustainable Goals in Latin America (CODS), the Spanish Agency for International Cooperation (AECID), the Intercontinental Network for the Promotion of Social Solidarity Economy (RIPESS), the Commonwealth of Municipalities of Central Atlantis (MAMUCA), the Latin American Federation of Cities, Municipalities and Local Government Associations (FLACMA), the Union of Ibero-American Municipal Leaders (UIM) and the United Nations Development Programme (UNDP) in Mexico.

(c) Workshop on tools for implementing commitments on open government action in the framework of the 2030 Agenda for Sustainable Development. Costa Rica



As part of the ECLAC-BMZ/GIZ cooperation programme on sustainable development paths for middle-income countries in the framework of the 2030 Agenda on Sustainable Development in Latin America and the Caribbean, a workshop was held to launch Costa Rica's fourth national action plan on open government. Technical assistance was provided through both virtual and in-person training. The aim of the activity was to increase knowledge and provide training among various stakeholders to enhance implementation of commitments made on open government, and to contribute to implementation of the 2030 Agenda for Sustainable Development. Over 20 individuals involved in the formulation and implementation of the fourth Open Government Action Plan participated.

(d) Virtual expert workshop on territorial policies for economic and social recovery after COVID-19: towards a collaborative approach.

In June 2020, a virtual expert workshop was held on territorial policies for economic and social recovery after COVID-19: towards a collaborative approach. Its aim was to explore new conceptual and methodological perspectives on integrated and collaborative public policies at the local level; and to provide a mechanism for dialogue to explore new ideas or approaches to build integrated, collaborative, inclusive and sustainable territorial policy proposals, viewing the rise in unemployment and poverty in both urban and rural areas as a specific area of concern.

The questions that guided the debate were: What contribution can territorial public policies make to the economic recovery and to job creation and incomes after COVID-19, considering the various expressions of “territorial” while safeguarding inclusion and sustainability? (Urban, rural) What new forms of collaborative action can be explored? Among whom? What examples can be put forward? What difficulties need to be overcome to foster collaborative approaches?

6. Technical cooperation projects

Under the cooperation agreement between ECLAC and the **Republic of Korea** (2019), which aims to strengthen impacts on the promotion of sustainable urban and rural development in Latin America and the Caribbean, an in-depth study was made of urban-rural migration dynamics in three countries that have up-to-date population censuses: Chile, Guatemala and Peru.

Considering the hypothesis of a new dynamic of migration from urban areas to certain rural zones, particularly among young population groups, the migration intensities of these groups were analysed, along with attributes such as level of schooling and places of origin. Municipalities in the three countries were identified where this new migration dynamic can be discerned, although it remains on a relatively small scale in population terms.

The impact of COVID-19 was considered an topic of interest for future studies, since it could catalyse processes that were already slowly unfolding, initiated mainly by upper-middle class youth. An awakening of interest in “natural lifestyles” has been a discernible trend for several decades; and since the late 1990s it has been seen in cities such as Santiago, Bogotá and Buenos Aires. This involves a confluence of practices that pursue a “purer” lifestyle, associated with good living, on a “human scale”, with community relations, and where physical well-being is cultivated permanently through diet and sport.

The study aims to draw attention to the significance of this new phenomenon for public policies, particularly in rural areas; since it could pose significant challenges in various domains, including infrastructure, services and sustainability, among others.

The **Spanish Agency for International Development Cooperation** also provided support to ILPES within the framework of component III on capacity building to address the challenges of planning and public management for implementation of the 2030 Agenda. The main outcomes of this component are as follows: (i) Public sector and civil society actors meet to discuss and exchange ideas, good practices and experiences to promote citizen participation, public management transparency and accountability and contribute to the achievement of the Sustainable Development Goals (particularly SDG 16); (ii) The Regional Planning Observatory and the Development Planning Network are consolidated, and experiences and good practices on open government and multilevel planning are published; and (iii) mixed in-person/virtual training courses are held to exchange experiences on the topics of planning, public leadership, open government and institutional management.

Several technical assistance activities (detailed in this report) have been made possible with support from the project on sustainable development paths for middle-income countries in the framework of the 2030 Agenda on Sustainable Development in Latin America and the Caribbean. This forms part of the cooperation programme between ECLAC and the German Federal Ministry for Economic Cooperation and Development (BMZ), and is being executed by ECLAC in conjunction with **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)** and financed by BMZ. The institutions involved have included the Ministry of Science, Technology and Telecommunications of Costa Rica (MICITT); the Technical Secretariat of Planning of Paraguay (STP) and the Ministry of Planning of Costa Rica (MIDEPLAN).

B. Reflections on achievements and outcomes

Resilience among people and institutions has been fundamental in adapting work dynamics and programmes, and also for achieving the objectives set in an adverse global context resulting from the COVID-19 pandemic and the various social conflicts in our region. A priority for ILPES has been to listen to the needs of its counterparts and adapt the supply of training, research and technical assistance to this new reality.

The Institute's experience in distance education, stretching back to 2005, has been an advantage. Its team has capacities and skills that were drawn on to adapt the work agenda and considerably increase supply, given the current restrictions on movement between countries, physical distancing and lockdown. As noted above, the 2018–2019 activity report delivered at the 2019 Regional Council for Planning recorded just one distance-learning course. In contrast, between July 2019 and July 2020 there were 10, including the development of new content in English on the damage and loss assessment methodology and planning for disaster risk reduction. The team is currently developing new content in the e-learning format.

The issues addressed by ILPES (through its three modalities of training, research and technical assistance), are more relevant than ever in the post-pandemic process. The topics that have guided all ILPES activities (through courses, seminars, workshops, technical assistance and research) constitute a wealth of knowledge that is available to the region. This includes the role of foresight and early warning of potential crises and their effects; the public leadership needed to address a multiplicity of conflicts and tensions in a context of multiple priorities; open government, to build trust between citizens and the State, to be accountable, to create conditions for collaboration in solving public problems, and to receive digitalized public services when public offices have reduced opening hours and capacity; territorial analysis to identify differences, productive potential, identity and opportunities of the territories, as well as the critical place at which policies converge and are implemented to respond promptly to emergencies; responses from the social solidarity economy as one of the perspectives to be considered when constructing the new development model; the challenge of multiscale governance of planning, to link the different scales of the territory and levels of government participating in the design and implementation of public policies, and the challenge of multi-temporality, whereby measures to respond to the short-term emergency need to be coordinated with medium and long-term measures in the post-pandemic recovery stage.

All of these issues remain valid and are increasingly relevant now when the role of the State is under stress: firstly because it is recognized as the only channel through which all development agents can come together to respond to the pandemic and its effects; and secondly because of the demands made by multiple agents that require effective responses to their needs.

Strengthening strategic partnerships, both with countries and with bilateral and multilateral partners, is essential to enable us to support planning authorities and other actors that are increasingly involved in the solutions to public problems, which need to be constructed in a collaborative and inclusive manner. It is also crucial to receive support from the countries through the payment of their quotas as agreed upon and established in the Regular System of Government Financing (RSGF). This was established more than three decades ago and enables ILPES to respond efficiently and effectively to the demand for technical cooperation services from the different countries.

The Institute reiterates its commitment to maintain and continue strengthening its strategic resources for regional knowledge management: the Planning Observatory; the PlanBarometer; the SNIP Network; the Planning Network, through a coherent and synergetic endeavour that responds in a practical and timely manner to the needs of the region's countries. It must also rise to the new challenges that have been identified by the planning authorities, regarding the impact on fulfilment of the 2030 Agenda; the tension in the different territories; the urgent need to link planning and budget; and the challenge of strengthening the role of planning and public management in constructing sustainable development with resilience.



Annex A1

Table A1.1
International courses or courses open to all, July 2019–July 2020

Course name	Date	Location	Country	Teaching hours	Participants		
					Women	Men	Total
Evaluation of public programmes	22 July–2 August 2019	Santiago	Chile	80	13	14	27
Foresight for development and the SDGs of the 2030 Agenda	2–13 September 2019	Santiago	Chile	80	11	10	21
Formulation and evaluation of public investment projects	14–30 October 2019	Santiago	Chile	104	7	11	18
Open government: tools for transparent, participatory and collaborative public management	25–29 November 2019	Santiago	Chile	40	10	14	24
Logical framework and performance management for projects	2–13 December 2019	Santiago	Chile	80	7	6	13
Subtotal				384	48	55	103

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

Table A1.2
National courses or courses restricted to a limited number of participants, July 2019–July 2020

Course name	Date	Location	Country	Teaching hours	Participants		
					Women	Men	Total
Open government in Ecuador in the framework of the 2030 Agenda	15–19 July 2019	Quito	Ecuador	40	23	17	40
Training programme to strengthen planning and public management	April–October 2019	Panama City	Panama	80	12	13	25
Open government in Ecuador in the framework of the 2030 Agenda (stage II)	15–19 July 2019	Quito	Ecuador	40	23	17	40
Capacity building in foresight for development	2–6 December 2019	Guatemala City	Guatemala	40	24	14	38
Tools for PND implementation strategies in the framework of the 2030 Agenda	10–13 December 2019	Asunción	Paraguay	24	30	14	44
Workshop on tools for implementing commitments made on open government in the framework of the 2030 Agenda	20–23 January 2020	San José	Costa Rica	32	11	13	24
Workshop on institutional strategic planning and results-based management	10–13 March 2020	Asunción	Paraguay	32	35	13	48
Subtotal				288	158	101	259

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

Table A1.3
Courses, workshops and seminars, July 2018–June 2019

Name of activity	Date	Location	Country	Teaching hours	Participants		
					Women	Men	Total
ECLAC-CONEVAL workshop agreement (12 workshops)	July–December 2018	Mexico City	Mexico	264	200	178	378
Interoperability of processes in State administration systems	6 August 2018	San José	Costa Rica	32	4	15	19
Expert meeting on territorial development policy and planning	10 September–21 November 2018	Santiago	Chile	16	25	30	55
Expert meeting on institutional public management	22–23 October 2018	Santiago	Chile	16	11	14	25
Development planning network seminar	8–9 November 2018	Santo Domingo	Dominican Republic	24	17	19	36
Subtotal				352	257	256	513

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

Table A1.4
Distance-learning courses, July 2019–July 2020

Course name	Date	Location	Country	Teaching hours	Participants		
					Women	Men	Total
Open government in Ecuador in the framework of the 2030 Agenda	15–19 July 2019	Delivered remotely from Santiago	Chile	10	26	19	45
Foresight for development and the SDGs of the 2030 Agenda	2–13 September 2019	Delivered remotely from Santiago	Chile	20	7	9	16
Logical framework for the formulation of development projects	7–29 November 2019	Delivered remotely from Santiago	Chile	80	27	22	19
Sampling in household surveys with R	16 March–15 May 2020	Delivered remotely from Santiago	Chile	60	15	20	35
Course on foresight for ICT, Honduras	27 April–29 May 2020	Delivered remotely from Santiago	Chile	50	17	13	30
Logical framework for formulating development projects, Salesian University of Guayaquil, Ecuador	4 May–26 June, 2020	Delivered remotely from Santiago	Chile	80	6	14	20
Logical framework for formulating development projects	4 May–26 June, 2020	Delivered remotely from Santiago	Chile	80	13	16	29
Introduction to the principles of open government, FDC Ecuador	1–8 June 2020	Delivered remotely from Santiago	Chile	12	19	14	33
Introduction to the principles of open government	15–22 June 2020	Delivered remotely from Santiago	Chile	12	35	35	70
Course on foresight, STP Paraguay	6 July–7 August 2020	Delivered remotely from Santiago	Chile	50	20	10	30
Subtotal				454	185	172	357

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

Annex A2

List of publications, July 2019–July 2020

Project Documents

Economic Commission for Latin America and the Caribbean (ECLAC) (2019), *Planning for sustainable territorial development in Latin America and the Caribbean* (LC/CRP.17/3), Santiago, August.

Economic Commission for Latin America and the Caribbean (ECLAC) (2019), “La dimensión territorial en el marco de la Agenda 2030 para el Desarrollo Sostenible”, *Project Documents* (LC/TS.2019/58), Santiago, October.

Seminars and Conferences series

L. M. Cuervo and M. del P. Délano (eds.) (2019), “Planificación multiescalar, regional y local. Volumen I”, *Seminars and Conferences series*, No. 91 (LC/TS.2019/53), Santiago, September.

L. M. Cuervo and M. del P. Délano (eds.) (2019), “Planificación multiescalar: las desigualdades territoriales. Volumen II”, *Seminars and Conferences series*, No. 92 (LC/TS.2019/54), Santiago, September.

L. M. Cuervo and M. del P. Délano (eds.) (2019), “Planificación multiescalar: ordenamiento, prospectiva territorial y liderazgos públicos. Volumen III”, *Seminars and Conferences series*, No. 93 (LC/TS.2019/61), Santiago, October.



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