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Eighteenth meeting of the Regional Council for Planning
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Virtual meeting, 19–21 October 2021

**REPORT ON THE ACTIVITIES CARRIED OUT BY THE LATIN AMERICAN
AND CARIBBEAN INSTITUTE FOR ECONOMIC
AND SOCIAL PLANNING (ILPES), 2020–2021**

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EXECUTIVE SUMMARY

In accordance with 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 activity report that covers the period from 1 July 2020 to 1 June 2021. The activities detailed in this report relate to the objective of subprogramme 9, “Planning and public management for development”. The main objective of the subprogramme is to enhance planning and public management processes in the region to advance the implementation of the 2030 Agenda for Sustainable Development.

To accomplish this objective, ILPES provides technical services through three working modalities: technical cooperation, training and applied research. Because of the coronavirus disease (COVID-19) pandemic, all the working modalities are being carried out remotely. In addition, ILPES has a set of consolidated resources that facilitate knowledge-management for the activities undertaken, such as the Regional Observatory on Planning for Development in Latin America and the Caribbean, the PlanBarometer and methodologies, guides and manuals on planning and public management, along with expert networks and learning communities.

Up to the end of the period covered by this report, some of the travel restrictions imposed as of March 2020 between countries and within Chile remained in place, and the Economic Commission for Latin America and the Caribbean (ECLAC) has continued operating in telework mode since then. Amid this backdrop, the report of activities presented at the twenty-eighth meeting of the Presiding Officers of the Regional Council for Planning of ILPES, held in November 2020, described the adaptation of the three working modalities —training, technical assistance and research— through the use of various remote communication and training platforms, with a focus on converting classroom-based training to distance-learning courses with both synchronous and asynchronous activities. Twenty-three countries participated in the virtual meeting of the Presiding Officers (4 ministers, 8 vice-ministers and 19 directors).

The 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 courses and technical assistance provided during the period with the following institutions of the region:

- **Bolivia (Plurinational State of):** Ministry of Development Planning
- **Costa Rica:** Ministry of National Planning and Economic Policy (MIDEPLAN); Ministry of Science, Innovation, Technology and Telecommunications (MICITT)
- **Guatemala:** Secretariat for Planning and Programming of the Office of the President (SEGEPLAN); Costing of General Government Policy 2020–2024 targets
- **Honduras:** General Coordination Secretariat of Government (SCGG)
- **Mexico:** National Council for the Evaluation of Social Development Policy (CONEVAL); activities within the framework of the technical cooperation agreement with ECLAC
- **Panama:** Ministry of Economy and Finance (MEF)
- **Paraguay:** Technical Planning Secretariat for Economic and Social Development
- **Uruguay:** Uruguayan International Cooperation Agency (AUCI)

Training courses were also held on the following topics: disaster assessment methodology; territorial management and planning; gender mainstreaming; foresight for development and the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development; formulation and evaluation of public investment projects; introduction to the principles of open government; public leadership for inclusive cities; public management performance indicators; open government policies in the implementation of the 2030 Agenda; territorial foresight; and territorial strategic planning and the 2030 Agenda.

The pandemic has led to an increase in demand for distance-learning courses and activities. ILPES has therefore provided support to other ECLAC divisions for the development and implementation of new training courses, including: Introduction to environmental statistics; Regional specialization course on demographic analysis for sustainable development (CREAD 2020); Towards a digital infrastructure for the internationalization of SMEs; Production and use of gender statistics and indicators; and Disaggregation of small area estimation in R.

The course offering also includes programmes requested by the countries on an ad hoc basis, for example: Introduction to the principles of open government for the formulation of initiatives within the framework of the 2030 Agenda for Sustainable Development (Paraguay); Foresight applied to the energy sector (Paraguay); Logical framework for the formulation of development projects (Plurinational State of Bolivia); Planning and territorialization of the 2030 Agenda, organized jointly with the Social Institute of MERCOSUR (Paraguay); Introduction to the principles of open government for the formulation of initiatives within the framework of the 2030 Agenda for Sustainable Development (Costa Rica); Territorial strategic planning and the 2030 Agenda (Plurinational State of Bolivia); Results-based budgeting (Central American Bank for Economic Integration (CABEI)); Introduction to the principles of open government for the formulation of initiatives within the framework of the 2030 Agenda for Sustainable Development (Ecuador); Public management performance indicators (Dominican Republic) and Production and use of gender statistics and indicators (Argentina).

In summary, during the period under review, a total of 18 international courses, 11 national courses (all conducted remotely) and 11 seminars and workshops were organized. A total of 2,441 people participated in these training sessions. In terms of gender balance, 54% of the participants were women. In less than a year, the team adapted all activities to the distance format, not only all the face-to-face training courses but also the technical assistance sessions. This involved considerable efforts to adapt the programmes, design activities with the new format and reconfigure modalities for online work, for example, and to create new mechanisms to obtain feedback through surveys, evaluations and consultations.

During the period under 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. In this line of work, the following activities should be highlighted:

- Open Government Week “Escazú Agreement: opportunities for environmental open government” (May 2021)
- Webinar Participation of the academic sector in the promotion of inclusive open government policies: lessons learned and challenges in Latin America (May 2021)
- Webinar The role of foresight in light of COVID-19 and the post-pandemic phase (meeting of experts) (October 2020)
- Virtual forum Challenges for planning and monitoring the 2030 Agenda in Latin America and the Caribbean (October 2020)

- Virtual meetings of the Latin American and Caribbean Network of National Public Investment Systems (SNIP Network) (July, September and October 2020)
- Twenty-eighth meeting of the Presiding Officers of the Regional Council for Planning of ILPES (November 2020)

The virtual meetings of the Latin American and Caribbean Network of National Public Investment Systems (SNIP Network), which will be detailed in this report, were coordinated by the technical secretariat of the Network established under the partnership between ILPES, the Inter-American Development Bank (IDB) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

With regard to strategic tools, notable progress made in the implementation of the PlanBarometer included the experience in Panama of 35 officials of the Directorate of Territorial Development and Provincial Heads, together with technicians from the Ministry of Economy and Finance (MEF) in the territories, who worked on the application of this tool.

The Regional Observatory on Development Planning in Latin America and the Caribbean registered a record number of over one million visits in one year, and progress was made in the systematization and graphic representation of 16 national public investment systems in the region.

Meanwhile, the ILPES Planning Network for Development in Latin America and the Caribbean, with the support of the Spanish Agency for International Development Cooperation (AECID), organized a discussion group and a meeting of experts “The role of foresight in the face of COVID-19 and the post-pandemic stage”, along with a series of discussions held in early 2021. According to the latest metrics as of June 2021, the Network continues to grow and currently has 1,749 members.

In addition, strategic partnerships with international donors provide fundamental support for ILPES, allowing it to increase its capacity to provide technical assistance, and to generate and manage regional knowledge among a range of actors. Within the framework of component III on capacity-building to address the challenges of planning and public management in the implementation of the 2030 Agenda for Sustainable Development, AECID has contributed in particular to three strategic tools: (i) the Regional Observatory on Planning for Development in Latin America and the Caribbean; (ii) the Planning Network for Development in Latin America and the Caribbean as a peer-to-peer learning community and (iii) new remote modules and instructional resources for the capacity-building programme in planning and public management for the implementation of the 2030 Agenda.

Lastly, in the period covered by this report, ILPES published four new documents: “Desarrollo territorial sostenible y nuevas ciudadanías: consideraciones sobre políticas públicas para un mundo en transformación” (January 2021); “Participación ciudadana en los asuntos públicos: un elemento estratégico para la Agenda 2030 y el gobierno abierto” (February 2021); “Gestión de planes de acción locales de gobierno abierto: herramientas para la cocreación, el seguimiento y la evaluación” (August 2020) and “Planning for disaster risk reduction within the framework of the 2030 Agenda for Sustainable Development” (February 2020).

INTRODUCTION

This report has been prepared for the eighteenth meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), which will be held virtually from 19–21 October 2021.

This report presents the activities carried out by ILPES from 1 July 2020 to 1 June 2021, in compliance with the ECLAC programme of work, specifically subprogramme 9 “Planning and public management for development”, which seeks to strengthen the capacities of the countries of the region in planning for development and the public management cycle with cross-cutting approaches such as gender equality and open government to promote the implementation of the 2030 Agenda for Sustainable Development. This will be done by facilitating regional knowledge management, experience-sharing and broad participation in the learning communities of key stakeholders in the region, including governments.

In order to achieve the goals of its programme of work, ILPES maintains constant dialogue with countries and systematizes their requests for assistance according to the themes and areas of planning and public management to be covered and the types of service requested. The strategy of the subprogramme is fourfold: (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 management systems and processes; (iii) to provide government officials and relevant stakeholders with training (in person and online) to build competencies, skills 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. To implement the strategy, a range of innovative instruments is used, such as regional knowledge platforms and networks, including planning dialogues with high-level authorities, the Regional Observatory on Planning for Development in Latin America and the Caribbean, and the PlanBarometer, which is a diagnostic tool that identifies the strengths and areas for improvement of planning and public management systems in the region.

In addition, in order to carry out the programme of work, strategic guidelines and mandates were formulated by planning ministers and authorities at 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 was held virtually in November 2020.

The activities undertaken to achieve the objectives and indicators, as formulated, have included organizing the meetings of the Regional Council for Planning 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 Development in Latin America and the Caribbean, updating the Regional Observatory on Planning and developing new applications of working tools such as the PlanBarometer.

A. Activities

The agreements adopted by the Regional Council for Planning and its Presiding Officers have focused ILPES activities on advancing towards the achievement of each established objective, as detailed below.

1. Substantive servicing of meetings

(a) Intergovernmental meetings

On 12 November 2020, the twenty-eighth meeting of the Presiding Officers of the Regional Council for Planning was held virtually. Representatives from the following 23 countries participated: Antigua and Barbuda, Argentina, Bahamas, Brazil, Chile, Cuba, Costa Rica, Dominica, Dominican Republic, Ecuador, Grenada, Guatemala, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname and Uruguay. The countries were represented by 4 ministers, 8 vice-ministers and 10 directors, among others.

The Presiding Officers agreed to recognize the consolidation of and progress achieved by the Regional Observatory on Planning for Development in Latin America and the Caribbean; to take note of progress in the research on the linkage between reports on nationally determined contributions and national development plans, which would be published in the Regional Observatory on Planning, and of the proposed theme of the position document of the eighteenth meeting of the Regional Council for Planning; and to thank the Government of Panama for its offer to host the eighteenth meeting of the Regional Council for Planning of ILPES.

The programme focused on three main themes, which were each addressed in a separate panel: Implementing the 2030 Agenda for Sustainable Development in the Caribbean: planning for a resilient recovery in the post-COVID-19 context; The role of planning and its territorialization in the post-COVID-19 recovery and Planning challenges in building resilient public institutions: policy coherence (intersectoral and multiscale) and strengthening the public management cycle for post-pandemic recovery.

(b) Ad hoc expert group meetings

Meeting of foresight experts (October 2020). This meeting was held remotely and was organized by the Planning Network for Development, a project supported by AECID. The purpose was to identify key aspects for understanding the linkage between foresight, planning and management, especially in the context of the COVID-19 pandemic and the post-pandemic recovery. It was divided into two parts, with presentations and time set aside for questions and comments. The first part began with comments by Cielo Morales, Chief of ILPES, and Jesús Molina Vásquez, Director of the AECID Training Center in Antigua, Guatemala. The second part focused on the implementation of foresight. More than 80 people connected to the meeting, mainly from Mexico, Colombia, Peru and Costa Rica.

The main ideas raised in the discussion were that foresight and strategic planning are usually approached tangentially, as urgent issues take precedence over important issues in public management, which diminishes the relevance of these disciplines. Therefore, there is a need for a culture of long-term thinking to encourage education in these areas. In the area of foresight, some tensions remain in public management, such as the issues of the present versus the future or the role of the State versus the role of government. It was also mentioned that the region is facing an institutional crisis of confidence, which

translates into a lack of credibility of the information provided by institutions in light of the multiplicity of available sources of information.

The pandemic has not only exacerbated existing tensions, but has also created new challenges that require a rethinking of the way things are done and the setting aside of some mental models used to interpret the world. Hence, it is necessary to increase the participation of the different development actors to strengthen ownership and coordination, to ensure that public management is informed by evidence, information, reflection, knowledge and skills.

First and second discussion among experts, organized by the ILPES Planning Network for Development team. The first discussion, “Laboratories of innovation, foresight and resilience”, was held in May 2021 and involved the participation of Enric Bas and Mario Guillo, of FuturLab (University of Alicante). Twenty-three people attended from Chile, Colombia, Guatemala, Spain and Mexico. During the restricted meeting, ideas were exchanged on the enabling conditions for creating innovation and foresight laboratories and their contribution to building resilient institutions. The main conclusions were that shared visions of the future are possible that allow countries to build resilience and face new challenges, not as a delayed reaction to a catastrophe —as in the case of the pandemic—, but as a mechanism to enable the transition to the desired future.

The second discussion, “Foresight and resilience”, included two foresight experts from the European Union, Freya Windle-Werhel and Eamonn Noonan. This second open session was attended by 299 participants from Argentina, the Bolivarian Republic of Venezuela, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Norway, Panama, Paraguay, Peru, the Plurinational State of Bolivia, Puerto Rico, Spain, the United States and Uruguay. The reflections of the second discussion revolved around two fundamental questions: what is resilience and institutional resilience for the European Commission and the European Parliament; what are the foundations, purposes, frames of reference and contributions? And what is the context of the foresight institutions operating in the European Community and the European Parliament, and how does it work? The main conclusions drawn were that foresight and resilience require capacities, but also political will and institutions, and that it is important to deepen interregional dialogue and learn from the experiences of other regions, as well as to leverage studies produced by the academic sector to strengthen evidence-based decision-making. Both discussions were moderated by the foresight expert Javier Medina, a professor at Universidad del Valle in Colombia and an ILPES consultant.

2. Non-recurrent publications

“Desarrollo territorial sostenible y nuevas ciudadanía: consideraciones sobre políticas públicas para un mundo en transformación” (LC/TS.2020/180), January 2021. This document was prepared in the context of a global crisis that has been felt in four areas (health, economic, social and institutional) and forces us to rethink the ways of designing public policies to respond to complex problems. Latin America and the Caribbean, considered the most unequal region in the world, has been severely affected by these four crises and it is therefore time to think about new ways of formulating public policy based on robust governance and incorporating comprehensiveness, innovative practices and mechanisms for institutional resilience. Public policies operate in a given space and time. These policies should encourage collaboration between citizens and governments in order to solve the specific problems to be addressed, which requires collaborative leadership. Although historical conditions exist, they are never decisive, and the course of events often depends on the boldness of those who pursue historically viable ends.

“Participación ciudadana en los asuntos públicos: un elemento estratégico para la Agenda 2030 y el gobierno abierto” (LC/TS.2020/184), February 2021. The purpose of this document is to provide readers with a brief theoretical reflection on the current sociopolitical context and a set of methodological tools to bring the user closer to the social practice of citizen participation in the development of a public management instrument. The document is divided into two chapters. The first focuses on the current importance of multilateralism in solving complex problems and the increasing importance of citizen participation in the countries of the region. The chapter also examines the 2030 Agenda, its origin, challenges and projections, and two public management instruments that are important examples of the contribution of active citizen participation to overcoming the challenges set out in the 2030 Agenda. The second chapter systematizes methodological instruments that describe the stages of a citizen participation strategy to be incorporated into public management instruments from a multiscale perspective. The document ends with an annex that outlines a set of tools that can be used to build a citizen participation strategy in a process linked to public affairs.

“Gestión de planes de acción locales de gobierno abierto: herramientas para la cocreación, el seguimiento y la evaluación” (LC/TS.2020/78), August 2020. In Latin America and the Caribbean, many innovations and reforms linked to the promotion of open government occur in subnational territories. This is the scale at which governments can engage with citizens and other actors most directly and closely. The creation of spaces and mechanisms for participation, transparency and accountability allows the inhabitants of territories to have a greater impact on the public policies, programmes and projects that affect their daily lives. This publication reviews some conceptual, theoretical and practical notions that make up the foundations and standards of open government policies, plans, programmes and projects. It also details the steps that need to be followed for the co-creation of local open government action plans, with a special emphasis on the development of strategies to ensure effective participation of actors in subnational territories. It also explains and specifies tools and components for the design of strategies for monitoring, follow-up and evaluation of action plans.

“Planning for disaster risk reduction within the framework of the 2030 Agenda for Sustainable Development” (LC/TS.2020/108), September 2020. A disaster can cause countries to lose the economic and social ground that they have worked for decades to gain and can have even more severe impacts on the most vulnerable groups in their populations. The extent of its impacts will depend on the countries’ ability to identify and address their vulnerabilities. This study, which is intended for use by policymakers, in particular, explores the ways in which development planning can lay the foundation for a comprehensive transition from disaster management to disaster risk management. It advocates the adoption of system-based approaches, in keeping with those outlined in global development frameworks, and the attainment of a fuller understanding of the nature of disaster risk that will pave the way for new lines of research and for new methodologies and opportunities for planning before, during and after a disaster.

3. Knowledge management resources

The general objective of the **Regional Observatory on Planning for Development in Latin America and the Caribbean** 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. Moreover, given the increasing importance of the 2030 Agenda since 2015 as a reference framework for the public policies developed and implemented in the signatory countries, the Observatory has worked since its launch to analyse the Agenda and its 17 SDGs and the links between this Agenda and the various planning and public management instruments.

In 2020, the Observatory was consolidated with updated information and more than 1,000,000 visits in one year. During this period, a new analytical product was developed, the SNIP Network portal, which includes analysis and graphic information on the national public investment systems of 16 countries in the region that are members of the Network. The portal can be used to see which countries have public investment plans, their project banks and how many of these are open to the public, and the normative instrument of the public investment system and its institutional framework.

The period covered by this report has also seen an output of five planning notes for development (*Notas de Planificación para el Desarrollo*),¹ which offer a more in-depth analysis of the following topics:

- (i) *Nota de Planificación, N° 8* (30 September 2020) “La planificación para el desarrollo y la gestión del riesgo de desastres”. The objectives of disaster risk reduction planning are the reduction of social, economic and environmental vulnerabilities, the enhancement of resilience and the overall well-being of the population through a rights-based approach.
- (ii) *Nota de Planificación,² s/n* (2 October 2020) “Social price of carbon in the evaluation of public investment projects in Latin America”. The social price of carbon, when incorporated into national public investment systems, would help to change the relative profitability of investment projects, generating signals that would incentivize projects with lower carbon emissions and support countries’ transition towards more sustainable modes of production and consumption.
- (iii) *Nota de Planificación, N° 9* (12 November 2020) “Una mirada regional a la acción por el clima en los Planes Nacionales de Desarrollo de América Latina y El Caribe”. The impacts of climate change have a direct bearing on the well-being of people and communities. Any aspiration towards development embodied in a plan should be underpinned by consideration of the biophysical limits of the planet. This note describes how actions to address climate change are integrated into development plans.
- (iv) *Nota de Planificación, N° 10* (14 January 2021) “Desarrollo territorial, liderazgos públicos y colaboración”. Nowadays, the complexity, uncertainty, conflict and multidimensionality of global and local problems require the development of collaborative capacities in both organizations and individuals. In this sense, collaborative public leadership must play a stronger role in planning and public management approaches.
- (v) *Nota de Planificación, N° 11* (11 March 2021) “Los planes nacionales de inversión pública en América Latina y el Caribe”. One of the ways to improve the efficiency of public investment is strategic planning that responds to countries’ needs and priorities.

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. ILPES, together with IDB and GIZ, is the technical secretariat of the Network.

The last annual virtual meeting of the SNIP Network was held on 30 November 2020. During the meeting, participants were invited to reflect on the activities developed during the year and were shown a video to commemorate the 10-year anniversary of the SNIP Network. Subsequently, the new SNIP Network

¹ To date, 12 planning notes have been published. However, this report only includes the notes published between 1 July 2020 and 1 June 2021, the period it covers.

² This planning note has no assigned number as it is a collaboration with the Sustainable Development and Human Settlements Division of ECLAC that was added to the series.

platform was presented in the Regional Planning Observatory, along with the results of the questionnaire “Challenges facing National Public Investment Systems (SNIPs) in the COVID-19 pandemic”. Finally, the activities of the Network and the steps to be taken in 2021 were agreed.

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.³

Within the framework of the project on strengthening planning for the mainstreaming and territorialization of the Sustainable Development Goals in Panama’s public policies, ILPES developed an activity aimed at officials of the country’s Ministry of Economy and Finance, which allowed the application of a set of tools and methodologies for the territorialization of the Government Strategic Plan 2020–2024. A total of 35 officials from the Directorate of Territorial Development and Provincial Heads, along with ministry experts in the territories, worked on the application of the tool. The purpose of the initiative was to characterize the ecosystem of territorial development policies, allowing the creation of institutional development strategies within the framework of planning challenges.

The work of the team of officials focused on the recommendations deriving from the application of the PlanBarometer and on challenges for the Ministry to assume new competencies in territorial development, emphasizing the role of the Government Strategic Plan 2020–2024 and the Colmena Plan as coordinating pillars of the different policies with territorial impact.

The application of the PlanBarometer to the Panamanian reality revealed the need to strengthen the intertemporal dimension of territorial development policies, mainly because of the need to incorporate a long-term perspective into the design and implementation of territorial initiatives to minimize the risk of political cycles, as reducing territorial inequalities is a complex objective that requires constant and continuous public intervention over many terms of government.

One of the main conclusions to emerge from the PlanBarometer exercise is the need to work on the design of a national territorial development policy. Such an instrument would improve institutional coordination thanks to the definition of a common vision of territorial development challenges and strategies in the long term, explicitly defining the reduction of territorial inequalities as a policy objective. There is also a need to identify the mechanisms for its financing and the modalities of coordination with other policies and plans developed at both the national and provincial levels.

4. Advisory services

Bolivia (Plurinational State of)

Ministry of Development Planning. A virtual course, Territorial strategic planning and the 2030 Agenda, was taught to 30 officials of the Ministry of Development Planning of the country. The main objectives of the course were: to deepen the knowledge of the national planning system and to link the country’s development plan to the territorialization processes of this plan in subnational and local territories, in the framework of the 2030 Agenda.

³ Its primary objective is to help improve development planning in Latin America and the Caribbean, by analysing the key characteristics that influence it. This tool contributes to fulfilment of the SDGs 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 outcomes of public policy, as well as the degree to which global and regional commitments are fulfilled.

Costa Rica

Ministry of National Planning and Economic Policy (MIDEPLAN). Technical cooperation was based on the development of a methodology to design a national policy for regional development, driven by MIDEPLAN.

Ministry of Science, Innovation, Technology and Telecommunications (MICITT). Since August 2019, ILPES has provided technical support to MICITT relating to interoperability and digital governance. This process, which is already in the third phase, began with support for the formation and training of the Country Interoperability Inter-agency Team composed of 15 State institutions and with the definition of the elements of the interoperability strategy and the joint effort to define the public value proposition at the institutional and national levels. In the second phase, between September and December 2020, it was possible to define the interoperability model that Costa Rica would follow and the value-added services of the institutional interoperability model at the organizational, regulatory and legal, semantic and technological levels. In the third phase, which began in April 2021, the country's interoperability architecture is being formalized to establish how the 15 institutions and their technological applications can interoperate, how the components and services provided to citizens will be identified and, above all, how they will be able to interact with all the other information systems in place. In addition to this framework, stakeholders will define the interoperability projects to be implemented, which will require transparent interaction with existing institutions and systems, using pre-established standards and forms of communication.

Guatemala

Secretariat for Planning and Programming of the Office of the President (SEGEPLAN) Technical cooperation with SEGEPLAN corresponded to determining the cost of the goals considered in the General Government Policy 2020–2024, specifically, with the goal for all municipalities to have implemented their land use plan by 2023. As part of this effort, a workshop was held with officials from SEGEPLAN, public agencies linked to land use planning and municipalities. The current and last stage of the process involves assessing the strategic actions required to ensure that the municipalities that have developed their plan can have their local councils approve it and start implementing it.

Honduras

General Coordination Secretariat of Government (SCGG). In response to a request from the Government of Honduras, ECLAC coordinated a mission to assess the damage and losses caused by Hurricanes Eta and Iota in the country. The inter-agency team conducted the assessment between November and December 2020. An ILPES staff member was responsible for the education sector assessment and the drafting and final editing of the overall assessment report, which was published in May 2021.⁴ The report includes an assessment of damages and losses in the following sectors: health, education, housing, agriculture, tourism, trade and industry, electricity, water and sanitation, transportation, telecommunications, environment and macroeconomic impact. In order to carry out the evaluation, multiple meetings were held with representatives of the public and private sectors, and constant contact was maintained with the representatives of the United Nations system in Honduras. In this process, the role of

⁴ See Inter-American Development Bank (IDB)/Economic Commission for Latin America and the Caribbean (ECLAC), “Evaluación de los efectos e impactos de la tormenta tropical Eta y el huracán Iota en Honduras”, Nota Técnica, No. IDB-TN-2168, Washington, D.C., 2021 [online] <https://www.cepal.org/es/publicaciones/46853-evaluacion-efectos-impactos-causados-la-tormenta-tropical-eta-huracan-iota>.

SCGG was essential, as it led and provided support for all the meetings, facilitating contacts with key people and providing timely information, and even convening working groups while responding to the emergency. According to the conclusions of the report, the total damage caused by Hurricanes Eta and Iota amounted to approximately 45.676 billion lempiras.

Panama

Ministry of Economy and Finance (MEF). Between July 2020 and June 2021, a new stage in capacity-building began, based on sequential and linked training modules taught in the virtual format. The first courses are: National Territorial Development Policies (26 July to 3 September 2021) and Logical framework for the formulation of development projects (31 May to 19 July 2021).

The virtual workshop “Strengthening of planning in Panama. Challenges and institutional proposals” was held from 26–28 August 2020 with ministry officials. The overall objective of the activity was to reflect on the elements of a national planning system and how to strengthen planning in Panama with a systemic approach in the current social, economic and political context, and how to generate inputs for the law establishing the Institute of Planning for Development in Panama. This consultancy was carried out with the participation of national authorities from the ministry, namely, the minister, the vice-minister, two national directors and technical staff of the institution.

Paraguay

Technical Planning Secretariat for Economic and Social Development In Paraguay, the technical cooperation provided to the Technical Planning Secretariat for Economic and Social Development focused on updating and implementing the National Development Plan Paraguay 2030, of which the updated version is soon to be launched by presidential decree. Between July 2020 and June 2021, the subprogramme included an exercise that allowed the analysis of the linkages between the strategic objectives of the National Development Plan and the 169 targets of the 2030 Agenda for Sustainable Development. This exercise revealed a close relationship between the two instruments. Additional support was provided to create a tool to illustrate these links, so that they could be disseminated to the different State institutions and to other actors who are essential to the achievement of the country’s development goals.

In addition, in order to implement the National Development Plan, technical assistance was provided to generate inputs for the compilation of an inventory of public policies for development in Paraguay. The purpose of this inventory is to identify the interrelationships, synergies and links between the different public policies implemented by State institutions that contribute to the achievement of the objectives of the National Development Plan and the 2030 Agenda. Similarly, implementation of the National Development Plan included an assessment and proposal for the development of a territorial information system to generate information at the departmental (intermediate) and district levels with respect to National Development Plan and SDG indicators.

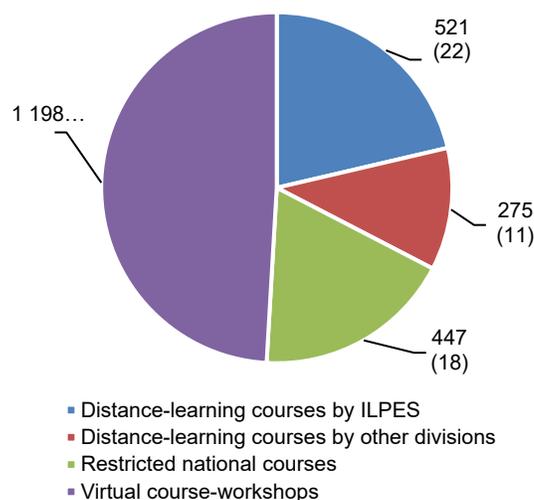
Uruguay

Uruguayan International Cooperation Agency (AUCI). A review of ways in which ILPES could assist subnational and local governments in the country was carried out. A programme of work was also prepared and expected to be implemented in the second half of 2021, virtually. The objective of this programme is to train subnational and local government officials in themes relating to global agendas, territorial planning, the 2030 Agenda and decentralized cooperation.

5. Training courses, seminars and workshops

Between 1 July 2020 and 1 June 2021, a total of 18 international courses, 11 national courses (all conducted remotely) and 11 seminars and workshops were organized. A total of 2,441 people participated in these training sessions (see figure 1). In terms of gender balance, 54% of the participants were women (see figure 2).

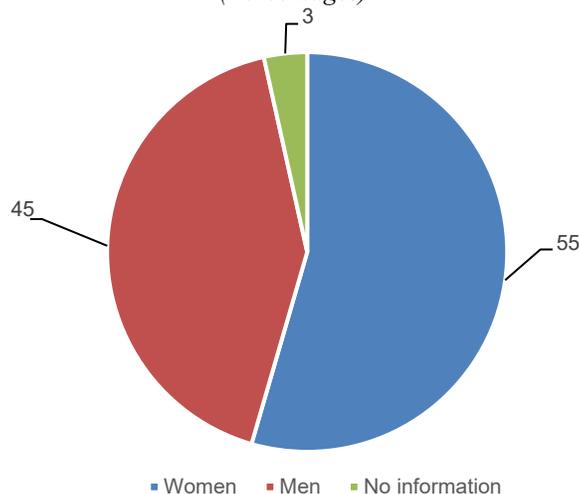
Figure 1
Participation in the courses of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), 1 July 2020–1 June 2021
(Number of persons and percentages)



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

Note: Percentages are calculated on the basis of 2,441 total participants.

Figure 2
Participation in the courses of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), by sex, 1 July 2020–1 June 2021
(Percentages)



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

Note: Percentages are calculated on the basis of 2,441 total participants.

In 2020, as a result of the restrictions imposed because of the pandemic, ILPES had to quickly adapt its offering of face-to-face courses to the distance-learning format. It was therefore necessary to adapt all content to the digital audiovisual format, produce new material on the Moodle platform, design new evaluation mechanisms and implement modalities of experience-sharing online using platforms such as Microsoft Teams and Zoom. ILPES has also responded to the increase in internal demand for training in this modality and has provided support to other ECLAC divisions for the development and implementation of new training courses, such as: Regional specialization course on demographic analysis for sustainable development (CREAD 2020); Introduction to environmental statistics; Towards a digital infrastructure for the internationalization of SMEs; Production and use of gender statistics and indicators; and Disaggregation of small area estimation in R.

Other courses requested by the countries were: Introduction to the principles of open government for the formulation of initiatives in the framework of the 2030 Agenda for Sustainable Development (Costa Rica, Ecuador and Paraguay); Foresight applied to the energy sector (Paraguay); Logical framework for the formulation of development projects (Plurinational State of Bolivia); Planning and territorialization of the 2030 Agenda, with the Social Institute of MERCOSUR; Introduction to environmental statistics; Territorial strategic planning and the 2030 Agenda (Plurinational State of Bolivia); Results-based budgeting (CABEI); Public management performance indicators (Dominican Republic); and Production and use of gender statistics and indicators (Argentina).

The following course-workshops were developed in the framework of the agreement between ECLAC and the National Council for the Evaluation of Social Development Policy (CONEVAL):

- **2020**
 - Monitoring and evaluation tools for results measurement. State of Puebla (Mexico) (26–29 October)
 - Results-based approach (18–20 November)
 - Design and construction of indicators (12–13 November)
 - Logical framework methodology (23–25 November)
- **2021**
 - Design and construction of indicators (26–27 April)

Finally, in relation to the distance-learning system, the final satisfaction survey was revised and updated, and the new version has been applied to all distance-learning courses since 2021. Two videos of approximately ten minutes each on cross-cutting themes were also produced; one focused on gender equality and the other on citizen participation. Both have been incorporated into all courses carried out and under way, helping to raise awareness of these issues and how they can be incorporated into planning and public management.

ILPES also provided support to CABEI through a specialization course “Results-based budgeting”, which was implemented from 23–27 November 2020 in synchronous mode, and with an asynchronous preliminary phase from 9–13 November. The course stemmed from a request from the Planning and Budget Office of CABEI, which required tools to fulfil its institutional mandate to implement results-based budgeting at the bank in 2021. The course-workshop addressed systems for strategic planning, budgeting, and monitoring and control of institutional management from a results-based management perspective, with the aim of allowing participants to understand and apply basic concepts required for the coordination of the

results-based programming system with results-based budgeting. An introductory background on the SDGs of the 2030 Agenda and the decade of action for the Sustainable Development Goals was also provided.

The overall objective of the course was to develop the competencies of the professionals in the Planning and Budget Office of CABEI involved in planning, programming and budgeting processes by providing theoretical and technical foundations for the implementation of results-based management and its application to the budget.

Open Government Week “Escazú Agreement: opportunities for environmental open government”



This event took place in the framework of Open Government Week and was jointly organized by the Open Government Partnership, ECLAC (ILPES and the Sustainable Development and Human Settlements Division) and Universidad Hemisferios in Ecuador. It was held on 20 May and was attended by 400 people. On 22 April 2021, the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement) entered into force. This regional instrument embodies a paradigm of environmental democracy based on transparency, participation and inclusion as the basis for social and ecological transformation in the region. The synergy with the platform provided by the Open Government Partnership, as a model of transparent and inclusive public management, makes it possible to coordinate and promote the implementation routes of the Agreement and expand its scope.

Webinar – Participation of the academic sector in the promotion of inclusive open government policies: lessons learned and challenges in Latin America



In the framework of Open Government Week, which took place from 17–21 May 2021, ECLAC, the Open Parliament e-Network (OPeN) and the regional Open Government Academic Network (RAGA)

organized a webinar to discuss the current and potential contributions of the academic sector in the transition of societies towards an inclusive open State, from the perspective of the development of open parliament, open justice and open government initiatives (at the national and subnational levels). There were 250 participants, who had the opportunity to present various good practices related to the involvement of the academic sector in initiatives for openness, transparency and participation in Latin America, in the different branches and at the different levels of government. They also shared contributions to the agenda of an inclusive open State to promote the continuity of synergies between governments, academics and representatives of civil society in the establishment of commitments and initiatives in this area.

Webinar – The role of foresight in light of COVID-19 and the post-pandemic phase (meeting of experts)



The webinar on “The role of foresight in light of COVID-19 and the post-pandemic phase” was held on 19 October. The event was organized by the Planning Network for Development of ILPES with the aim of identifying key aspects to understand the link between foresight, planning and management. To this end, foresight experts were invited to discuss questions such as: What have been the conflicts or obstacles to linking foresight more closely to the design and implementation of short-term public policies? Are the conditions right for foresight to be a useful tool in the formulation of recovery policies that can be linked to these short-term measures? They also specified the elements that were not taken into account that would have allowed early warnings of the potential effects of the COVID-19 crisis and the formulation of prevention policies and practices; i.e. the disconnect between foresight and public policy.

They also discussed the development of an analytical framework to systematize the modalities of institutionalization of the foresight function at the level of government and public administration and, thus, to understand the enabling conditions and the different ways of implementing foresight.

Virtual meetings of the Latin American and Caribbean Network of National Public Investment Systems (SNIP Network)

In July 2020, the SNIP Network convened a virtual meeting, “Public investment in Caribbean countries in the time of COVID-19”, the main objective of which was to foster debate between the different public investment actors and institutions of the Caribbean countries participating in the SNIP Network. Possible ways and forms of cooperation between countries were identified in response to the situation created by the COVID-19 crisis, strengthening the collaborative work of the Network. Participants included 15 representatives from ILPES, other ECLAC divisions, GIZ, IDB, Belize, Guyana and Jamaica. COVID-19 has weighed heavily on the English-speaking Caribbean countries, especially in relation to public investment systems and the use of resources to alleviate the pandemic. It was

necessary to use the possible forms of cooperation between countries to deal with the emergency and strengthen the collaborative work of the Network and its member institutions, especially IDB, with financial support instruments.

In September 2020, the SNIP Network held a webinar and discussion “Investment for development in conditions of pandemic and risk: reflections on the experience of the SNIP Network in risk management 2018–2020”. Participants included 38 representatives of ILPES, ECLAC, the ECLAC subregional headquarters in Mexico, GIZ, IDB, Chile, Costa Rica, the Dominican Republic, Guatemala, Ecuador, Mexico, Nicaragua, Panama and Uruguay. They reflected on the need to build more resilience in public investment to make it more sustainable. There was consensus on the importance of working on the development and implementation of appropriate investment planning and evaluation instruments that consider the incorporation of this approach into public investment. It was agreed to advance in the formulation of more specific and concrete disaster risk management proposals in order to increase sustainable and resilient public investment.

A dialogue was held on the concept of sustainability in the current context of risk and uncertainty, in which society is increasingly demanding with regard to effective investment that allows universal and equitable access to basic services. The conversation was based on the following thematic areas: the new IDB initiative on climate change: cross-cutting analysis of all public finances; coherence in disaster risk management and public investment: progress of the SNIP Network and introduction of experts; coherence practices in SNIP member countries with the consideration of disaster risk in public investment; prioritization in contexts of risk: multiple criteria for critiques; data, systems and assessment of the impacts of hazardous events on critical infrastructure: information for public investment.

In October 2020, another virtual session was held entitled “The impact of COVID-19 on the management of public-private partnerships (PPPs) and SNIPs and post-pandemic challenges”. Participants included 21 representatives from ILPES, ECLAC, GIZ, IDB, Argentina, Costa Rica, the Dominican Republic, Ecuador, Mexico, Panama, Paraguay and Uruguay. The experiences presented by Argentina, the Dominican Republic and Paraguay were similar in that they show public-private partnerships have had a big impact on the leveraging of private resources in investment projects at times when public revenues were reduced. There was also consensus on the need to continue acquiring knowledge and for joint reflection on the lessons and challenges related to private sector involvement in public investment.

6. Technical cooperation projects

ILPES and the **Spanish Agency for International Development Cooperation** (AECID) are collaborating in the implementation of component III of the cooperation programme between ECLAC and AECID. This component aims to contribute to capacity-building in the countries of the region to address the challenges of planning and public management in the implementation of the 2030 Agenda for Sustainable Development. The expected outcome is the strengthening of countries’ capacities through tools and spaces for the collective acquisition of knowledge that, from a regional perspective, address the challenges of implementing the 2030 Agenda in a comprehensive, coherent and effective manner. The collaboration has facilitated the strengthening of three strategic instruments: (i) the Regional Observatory on Planning for Development in Latin America and the Caribbean, (ii) the Planning Network for Development in Latin America and the Caribbean as a peer learning community, and (iii) new distance-learning modules and instructional resources for the programme to strengthen planning and public management capacities for the implementation of the 2030 Agenda.

7. Reflections on achievements and outcomes

More than a year has passed since ECLAC began to operate in the telework modality because of the COVID-19 pandemic. Most of the institutions with which the Commission works have shifted from their own telework methodologies to a mixed system with reduced working hours. However, the willingness to work both within ILPES and among its collaborators has been maintained, showing a high level of commitment and strong work ethic, and this is reflected in the active and productive collaboration with the various strategic allies and networks forged over the years —be they public, non-governmental, academic or other actors— without whom it would not have been possible to carry out this programme of work.

Thanks to this institutional support, the activities organized by ILPES have brought together a large number of professionals and experts, who have generously shared their vast experience and knowledge for use in the various spaces and forums organized by the Institute. The commitment to and interest in learning of the hundreds of public officials who continued their training processes despite facing complex situations because of the pandemic are noteworthy.

The Institute's three modalities of work (training, research and technical assistance) have been updated and adapted to new technologies in order to respond appropriately and in a timely manner to the demands of the countries of the region. ILPES has been able to convert a large share of its offering of face-to-face training courses to the distance-learning modality (29 courses during the period under review). In addition to the traditional topics of study of ILPES —planning for development, the role of foresight, public leadership, open government and territorial development— a new line of work has been reflected in this report: institutional resilience. Although this topic has been barely explored in the region, it is crucial for the post-pandemic recovery period.

The challenge of carrying out the usual activities with the limitations of the current context is enormous. ILPES has also seen a decrease in its financial resources, which contrasts with the large number of requests for technical assistance. Therefore, the challenge has been to allocate the limited resources available to the areas of competence where a multiplier effect is possible and to provide the tools for each country to implement them.

For the ILPES team, it is important to ensure its mandate, programme of work and the use of resources are coherent. For this reason, it is supported by the Regional Council for Planning, not only in the convening of annual meetings, but also in the requests for support to contribute to new planning for development.

ILPES is well aware of the major challenges faced by institutions because of the pandemic, and especially by planning authorities, in maintaining a long-term development vision and priorities while responding to the immediate needs of citizens and managing the effects of the pandemic.

That is why the Institute continues to recognize and reinforce this message: despite the temporary tension relating to public policies (conflicting visions of the short term and the long term) and to a sectoral approach versus a comprehensive policy approach that incorporates the economic, social and environmental components in a territory, along with gender equality and transparency and citizen participation, it is the latter option that will allow the implementation a transformative post-pandemic recovery and avoid going down the same path that has led to the region being the hardest hit by the pandemic. The three working modalities of the Institute during the period under review in this report show the necessity of this comprehensiveness and of maintaining the long-term vision required for sustainable development and, at the same time, of offering the necessary methodological tools to support governments in implementation.

Annex A1

Table A1.1
International or restricted courses, July 2020–June 2021

Course subject	Date	Location	Country	Hours of training	Participants		
					Women	Men	Total
Introduction to the principles of open government for the formulation of initiatives within the framework of the 2030 Agenda for Sustainable Development	6–13 July 2020		Paraguay	12	23	13	36
Foresight applied to the energy sector	6 July–7 August 2020		Paraguay	50	15	11	26
Logical framework for the formulation of development projects (requested by the Plurinational State of Bolivia), with the Simón I. Patiño Foundation	6 July–30 August 2020		Chile	80	33	22	55
Planning and territorialization of the 2030 Agenda, with the Social Institute of MERCOSUR	20 July–28 August 2020		Chile	45	61	33	94
Introduction to the principles of open government for the formulation of initiatives within the framework of the 2030 Agenda for Sustainable Development	23–30 September 2020		Costa Rica	12	23	14	37
Introduction to environmental statistics	19 October–26 November 2020		Chile	20	39	22	61
Territorial strategic planning and the 2030 Agenda (requested by the Plurinational State of Bolivia)	26 October–4 December 2020		Chile	45	10	15	25
Virtual specialization course “Results-based budgeting”	23–27 November 2020		Chile	28	5	5	10
Introduction to the principles of open government for the formulation of initiatives within the framework of the 2030 Agenda for Sustainable Development (second version) (requested by the Foundation for Citizenship and Development of Ecuador)	9–20 December 2020		Ecuador	12	21	19	40

Course subject	Date	Location	Country	Hours of training	Participants		
					Women	Men	Total
Public management performance indicators	3–31 May 2021		Dominican Republic	40	18	2	20
Production and use of gender statistics and indicators	17 May–4 June 2021		Argentina		43	0	43
Subtotal				344	291	156	447

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

Table A1.2
Combined courses and workshops and seminars, July 2020–June 2021

Course subject	Date	Location	Country	Hours of training	Participants		
					Women	Men	Total
Workshops: agreement between ECLAC and CONEVAL 2021 (4 workshops)	July–December 2020	Mexico		96	99	96	195
The role of foresight in light of COVID-19 and the post-pandemic phase (discussion forum)	3 September–2 October 2020	International					
Virtual forum: Challenges for planning and monitoring the 2030 Agenda in Latin America and the Caribbean	9 October 2020	International					
Webinar: The role of foresight in light of COVID-19 and the post-pandemic phase (meeting of experts)	19 October 2020	International					
Virtual meeting of implementers of the Plan of Action for the Open State 2019–2022	10 November 2020	Costa Rica		8	15	17	32
Urban impacts and challenges of the COVID-19 pandemic crisis	15 December 2020	International			25	11	36
Virtual meeting regional Open Government Academic Network (RAGA): strengthening collaboration in foresight for future challenges	18 December 2020	International					

Course subject	Date	Location	Country	Hours of training	Participants		
					Women	Men	Total
Workshops: agreement between ECLAC and CONEVAL 2021 (2 workshops)	January–June 2021	Mexico		16	11	19	30
Laboratorios de Innovación discussion	6 May 2021	International		2	10	13	23
Participation of the academic sector in the promotion of inclusive open government policies: lessons learned and challenges in Latin America	18 May 2021	International		2	250	143	393
Second discussion of experts on foresight and resilience	20 May 2021	International		2	201	203	404
Subtotal				126	611	502	1 113

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

Table A1.3
Distance-learning courses, July 2019-July 2020

Course subject	Date	Location	Country	Hours of training	Participants		
					Women	Men	Total
Disaster assessment methodology: special mention of epidemics	13 July–9 August 2020	Taught remotely from Santiago	Chile	40	10	16	26
Territorial management and planning	27 July–28 August 2020	Taught remotely from Santiago	Chile	52	26	41	67
Mainstreaming the gender perspective in the territory	21 September–1 November 2020	Taught remotely from Santiago	Chile	60	87	20	107
Foresight for development and the SDGs of the 2030 Agenda	19 October–20 December 2020	Taught remotely from Santiago	Chile	80	23	27	50
Formulation and evaluation of public investment projects	26 October 2020–19 January 2021	Taught remotely from Santiago	Chile	72	18	32	50

Course subject	Date	Location	Country	Hours of training	Participants		
					Women	Men	Total
Introduction to the principles of open government for the formulation of initiatives within the framework of the 2030 Agenda for Sustainable Development	18–25 November 2020	Taught remotely from Santiago	Chile	12	20	15	35
Public leadership for inclusive cities	23 November–18 December 2020	Taught remotely from Santiago	Chile	40	4	2	6
Territorial management and planning	8 March–24 April 2021	Taught remotely from Santiago	Chile	70	8	6	14
Public management performance indicators	5–30 April 2021	Taught remotely from Santiago	Chile	40	21	26	47
Open government policies in the implementation of the 2030 Agenda for Sustainable Development	14–21 April 2021	Taught remotely from Santiago	Chile	12	12	14	26
Territorial foresight	19 April–14 May 2021	Taught remotely from Santiago	Chile	40	15	28	43
Territorial strategic planning and the 2030 Agenda	3 May–11 June 2021	Taught remotely from Santiago	Chile	40	28	22	50
Subtotal				558	272	249	521

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

Annex A2**LIST OF PUBLICATIONS, JULY 2020–JUNE 2021****Project Documents**

“Desarrollo territorial sostenible y nuevas ciudadanía: consideraciones sobre políticas públicas para un mundo en transformación” (LC/TS.2020/180), January 2021.

“Participación ciudadana en los asuntos públicos: un elemento estratégico para la Agenda 2030 y el gobierno abierto” (LC/TS.2020/184), February 2021.

“Gestión de planes de acción locales de gobierno abierto: herramientas para la cocreación, el seguimiento y la evaluación” (LC/TS.2020/78), August 2020.

“Planning for disaster risk reduction within the framework of the 2030 Agenda for Sustainable Development” (LC/TS.2020/108), September 2020.