



## **XVIII**

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

Virtual meeting, 19–21 October 2021

Distr.  
LIMITED

LC/CRP.18/6  
5 May 2022

ENGLISH  
ORIGINAL: SPANISH  
22-00350

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# **REPORT OF THE EIGHTEENTH MEETING OF THE REGIONAL COUNCIL FOR PLANNING OF THE LATIN AMERICAN AND CARIBBEAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING (ILPES)**

Virtual meeting, 19–21 October 2021

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## A. ATTENDANCE AND ORGANIZATION OF WORK

### Place and date of the meeting

1. The Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) held its eighteenth meeting in virtual format from 19 to 21 October 2021.

### Attendance<sup>1</sup>

2. The meeting was attended by representatives of the following member States of the Commission: Antigua and Barbuda, Argentina, Belize, Bolivarian Republic of Venezuela, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Peru, Plurinational State of Bolivia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, and Uruguay.

3. The following associate member of the Commission was also represented: British Virgin Islands.

4. Representatives of the United Nations Secretariat from the Resident Coordinator's Office in Panama and Resident Coordinators from Guatemala, Panama and Uruguay participated.

5. The following bodies of the United Nations system were represented: the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), the International Civil Aviation Organization (ICAO), the International Labour Organization (ILO), the International Organization for Migration (IOM), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP) and the World Food Programme (WFP).

## B. AGENDA

6. The Council adopted the following agenda:

1. Election of officers.
2. Adoption of the agenda of the eighteenth meeting of the Regional Council for Planning of ILPES.
3. Presentation of the position paper *Resilient institutions for a transformative post-pandemic recovery in Latin America and the Caribbean: inputs for discussion*.
4. Report on the activities carried out by the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) since the seventeenth meeting of the Regional Council for Planning.
5. Review of the programme of work of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) for 2022.
6. Consideration and adoption of resolutions.

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<sup>1</sup> See the full list of participants in annex 2.

## C. SUMMARY OF PROCEEDINGS

### Opening session

7. At the opening session, statements were made by Isaac Alfie, Director of the Office of Planning and Budget of Uruguay, in his capacity as Chair of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), Héctor Alexander, Minister of Economy and Finance of Panama, Cristian Munduate, United Nations Resident Coordinator in Panama, and Alicia Bárcena, Executive Secretary of the Economic Commission for Latin America and the Caribbean (ECLAC).

8. The Director of the Office of Planning and Budget of Uruguay, in his capacity as Chair of the Regional Council for Planning of ILPES, said that the Council was a forum for intergovernmental technical and political dialogue intended to improve the quality of public management and promote South-South and triangular cooperation initiatives in those areas. The exercise of the mandate of Uruguay had been marked by the coronavirus (COVID-19) pandemic and, during the health crisis, ILPES had more than delivered on its programme of work and the work entrusted to it by the Council, responding to countries' needs and adapting their working arrangements to operate virtually. He referred to the technical cooperation missions carried out by ILPES in Costa Rica, Guatemala, Honduras, Mexico and Panama; it was important to have organizational resilience and strengthened institutions, with the ability to adapt to and learn from crises in order to tackle new emergencies. The pandemic had shown the importance of regional integration and cooperation in addressing shared challenges. He said that the Council should remain an active forum for discussing challenges during the post-COVID-19 recovery, and emphasized the need for public policies aimed at economic, social and environmentally sustainable growth to be comprehensive while maintaining a focus on equality. Regarding the role of planning and territorialization in the 2030 Agenda for Sustainable Development in the post-pandemic recovery and creation of strong institutions able to tackle crises, there were four key actions: (i) analysing how each country had handled the pandemic in reference to existing programmes and any adjustments made, the fiscal and debt situation of each country prior to the pandemic, and the previous spending and relative development of each country; (ii) conducting robust planning and public management exercises, with greater foresight capabilities and flexible responses to public problems; (iii) having transparent and results-oriented budget management, which was the basis of an effective and efficient use of resources; it was necessary to link planning with budgeting, implementation and impact assessment; and (iv) enhancing human capital through training as the only medium- and long-term means of reducing the structural gaps that caused inequality. Lastly, financing continued to be the major challenge in the work of ILPES and he urged the incoming Chair to address that issue to ensure that development planning was at the heart of national strategies for a transformative recovery.

9. The Minister of Economy and Finance of Panama said that his country had always been a land of encounters and, owing to its geography and history, was a country whose vocation was to close distances and unite peoples. He affirmed the importance of the meeting in view of the circumstances of the COVID-19 pandemic and emphasized that significant progress would be made in terms of planning, which was both useful and necessary for countries and the region. He thanked the speakers for their optimism and called for the redoubling of efforts to enable ECLAC to fulfil its aims and its commitments to countries in the region.

10. The United Nations Resident Coordinator in Panama said that it was a pleasure to participate at the meeting. The country was in a complicated position owing to COVID-19, which had increased the challenge of achieving the Sustainable Development Goals. ECLAC and ILPES acted as a technical arm that enabled the country team, and the country as a whole, to make progress towards the targets that had been set.

11. The Executive Secretary of ECLAC said that the meeting was intended to exchange, discuss and come up with new ideas about how States responded to the crisis and addressed the post-pandemic recovery in relation to planning and public management. It was possible that the health, social, economic and political crisis could provide an opportunity to transform the existing development model into one that responded to the aim of a better future for everyone, with equal rights, access to the benefits of development and environmental sustainability. The pandemic had shone a light on the unacceptable inequalities, especially gender-related ones, that existed in the region and had increased its large structural gaps, and it remained important to look ahead in search of opportunities to increase sustainability in the region and lead it towards a transformative recovery. The ECLAC proposal for a “big push for sustainability” was noteworthy in that regard, and was focused on eight dynamic sectors that would continue to be crucial after the pandemic: (i) non-conventional renewable energies; (ii) sustainable mobility and urban space; (iii) the digital revolution for sustainability; (iv) the health manufacturing industry; (v) the bioeconomy; (vi) the development of a circular economy; (vii) the sustainable recovery of the tourist sector (one of the sectors most affected by the pandemic); and (viii) the care economy (moving towards a caring society). The perception was that institutions were not prepared to tackle the challenges of development and that barely a third of the Sustainable Development Goal targets would be met by 2030, which required more policies on financing for development. A territorial approach was essential for countries to achieve a more balanced development and it would be particularly crucial in the recovery stage and in making the big push towards sustainability. As a result, it was essential to construct synergistic and interoperable information systems to successfully finance the territorial development policy and ensure high-quality public investment in line with planning objectives. It was necessary to plan for resilience in insular territories and construct a territorial development policy ecosystem within national planning systems. There was also a need for stronger institutions, with improved capacities to interpret and work in complex circumstances with great uncertainty, and the capacity to anticipate, prepare for and respond to crises, as well as to create and carry out future projects, actively monitor the present and reflect on the past, while learning from experience and making the necessary changes possible. Institutions must implement such changes to improve trust as corruption and a sense of impunity had exacerbated levels of mistrust. The culture of privilege appeared to have become more entrenched, which was indicative of weakened democracies and political institutions. That, in turn, had triggered social movements seeking to influence the public agenda. The State played a key role in solving existing problems, but institutions must be revitalized, and multilateralism and long-term policy planning must be strengthened.

12. The State had a critical ability to rebuild trust. Access to State-generated information in comprehensible formats, systematic mechanisms for civic participation in decision-making, transparency, dialogue, accountability and collaboration with the public, especially with young people, could help to create the trust that had been seriously weakened and that must be rebuilt at the national level, as well as at the regional and global levels. She stressed the need to promote the transformation of an unsustainable development model through comprehensive and inclusive policies that took into account the social, economic and environmental pillars of development, with a focus on gender equality, as well as policies with a territorial focus. The Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement), the most recent achievement of ECLAC, that included the *Plan for self-sufficiency in health matters in Latin America and the Caribbean: lines of action and proposals*,<sup>2</sup> and the Paris Agreement were examples of good results obtained via dialogue. It was necessary to plan for resilience, with full awareness of the vulnerabilities, risks, threats and structural gaps that remained and had been exacerbated by crises (poverty, inequality in access to health services, education and connectivity). It was also essential to recognize that crises had different impacts on men and women, on urban and rural areas, and on the most vulnerable and excluded

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<sup>2</sup> See Economic Commission for Latin America and the Caribbean (ECLAC), *Plan for self-sufficiency in health matters in Latin America and the Caribbean: lines of action and proposals* (LC/TS.2021/115), Santiago, 2021.

groups. Lastly, she said that it was necessary to strengthen the capacities of national planning systems and that supporting long-term development policies to ensure a desired future meant supporting the resilience of institutions, societies and communities and the creation of an inclusive future where gender equality would be possible. The role of State in post-pandemic recovery processes had been acknowledged and would entail more and better planning, collaborative and inclusive leadership with dialogue, and comprehensive and inclusive policies that took into account the social, economic and environmental pillars of development, with a focus on gender equality, as well as policies with a territorial focus that mainstreamed efforts to combat climate change and manage social, economic and environmental risks, and that would promote a balanced development within and between countries. The post-pandemic recovery would require a revitalized multilateralism in view of the global nature of the ongoing crises. ECLAC and ILPES could be relied on to strengthen the capacities of national planning systems because uncertainty must be mainstreamed in planning in times of crisis to avoid being overwhelmed and to support long-term development policies that would ensure the creation of a desired future.

#### Election of officers (agenda item 1)

13. The following Presiding Officers were elected:

<u>Chair:</u>	Panama
<u>Members:</u>	Dominica Dominican Republic Ecuador Guatemala Jamaica Paraguay

#### Remarks by the Chair

14. Héctor Alexander, in his capacity as Chair of the Regional Council for Planning of ILPES, expressed his country's gratitude for the trust vested in him to lead the Regional Council and said that they would move forward together to implement initiatives with the aim of achieving development planning in the midst of the exceptional challenges posed by the post-pandemic recovery. He acknowledged the work carried out by the outgoing Chair from Uruguay during the pandemic and indicated to ILPES and CEPAL his country's readiness to work enthusiastically during the forthcoming period.

#### Presentation of the position paper *Resilient institutions for a transformative post-pandemic recovery in Latin America and the Caribbean: inputs for discussion* (agenda item 3)

15. The document was presented by Alicia Bárcena, Executive Secretary of ECLAC, who said that the aim of the document was to provide inputs for discussion. The main messages were that the pandemic was a health and social crisis that had been prolonged, leading to widespread uncertainty in the region. The role of the State had been essential to responding to a pandemic in which the resilience and quality of institutions had been found wanting. It was important to expedite public investment in dynamic sectors that created value and high-quality jobs, and that reduced environmental footprints. The progress of the silent crisis of climate change called for foresight and territorial planning capabilities. The pandemic provided an opportunity to create new social contracts on the basis of open governance, access to information and openness to increased citizen participation. The pandemic had taken the region by surprise, with few tools to address the complexity of a crisis that should be linked to structural challenges such as low productivity, low investment, poverty and inequality. She called for the false conflict between growth and environmental protection to be overcome. The key role of the State was clear in the roll-out

of vaccines, emergency transfers to vulnerable populations, public investment in health systems and the financial sustainability of social protection systems, including health. One of the region's problems concerned public and private investment, which was reflected in the weakness of public health and education services. The region, with its lowest levels of public investment in three decades, had fallen behind both emerging and developed economies in that regard.

16. According to the public, health and education were the most unequal services. There remained deep distrust of institutions and 70% of the population was dissatisfied with democracy. Public institutions were under significant strain: many planning processes were in the consolidation phase and should be given greater prominence in decision-making, the design of emergency measures and recovery. Some planning authorities in the region had ministerial status, whereas others were attached to presidencies. The document contained a proposal to build resilient institutions with greater capacities for a transformative recovery with equality and sustainable development at their heart, which would require foresight, openness, participation and negotiation, planning to integrate cross-cutting approaches, and new leaderships. The proposal was focused on the eight strategic sectors mentioned initially, which could promote growth and investment, create sustainable and formal jobs with rights, and reduce socioeconomic and gender-based inequalities, as well as environmental footprints. The proposal would, however, need to be implemented at the territorial level in an organized and coordinated manner; national public investment systems would have to be strengthened for a transformative recovery with a territorial outlook and quality investments that would serve the development plan proposals adopted by each country. That would require enhanced foresight capabilities that would enable the collective adoption of future scenarios that would legitimize countries' visions for the future and State policies, as well as openness to negotiation, collaboration and collaborative leadership with dialogue to move towards an open State (with statistical tools such as CEPALSTAT), with new planning capabilities and consideration of a gender-based perspective, territorial approaches and mitigation of and adaption to climate change. A transformative recovery called for proactive governance and resilient public institutions, with foresight, planning capabilities and renewed skills in public management.

17. Wayne Henry, Director General of the Planning Institute of Jamaica said that low levels of trust in institutions and a lack of social capital made it difficult to implement public policy-based solutions. It was essential to have data. The pandemic had shown that territorialization was a key issue, which was why it had been included in the document, and, as indicated therein, it was vital to pay attention to gaps in connectivity and Internet access in the region and consider different future scenarios. He congratulated ILPES on the document and drew attention to the inclusion of resilience and foresight, and the importance of updating the CEPALSTAT database.

18. Viviana Casco, Minister-Executive Secretary of the Technical Planning Secretariat for Economic and Social Development of Paraguay, said that her country was facing major challenges as a result of the pandemic and therefore needed to move forward with the recovery programme containing the elements mentioned by the ECLAC Executive Secretary. In line with the proposals in the document presented, it was necessary for institutions to focus on the public and on shared leadership, not only in Paraguay but throughout the region. She drew attention to the inclusion of territoriality in the document as it was essential for public policies to be able to reach the territory and to be familiar with the territory, in order to address its challenges. Institutions must be more resilient, and the tourism sector and the circular economy must be strengthened. It was important to recognize the specific features of different territories and approach planning accordingly with a focus on gender and sustainability. Lastly, she congratulated the ILPES team on the timeliness of the issues included in the document in view of the region's present circumstances.

19. Gloria Joseph, Permanent Secretary of the Ministry of Economic Affairs, Planning, Resilience and Sustainable Development, Telecommunications and Broadcasting of Dominica, said that the topics in the document prompted consideration of the future. Investment must be made in order to stimulate economic activity. In terms of employment, the balance between work and family life had been challenged

ad the crisis had led to consideration of how parents could balance their roles as caregivers and workers, in addition to children's concerns about online learning and their ability to absorb knowledge delivered in that manner. It was essential to find a balance between work and family life to reduce the stress of workers and enable children and adolescents to make progress. Lastly, she congratulated ILPES for producing a comprehensive, detailed and insightful document.

20. Juan Carlos Sánchez, Director General of Planning of the Ministry of Finance and Public Credit of Nicaragua, said that, in his country, successive national plans to combat poverty, developed in line with the Sustainable Development Goals, had successfully reduced poverty and strengthened the national economy. He proposed a bilateral meeting with ILPES to present the National Plan to Combat Poverty and for Human Development 2022–2026 of Nicaragua with the aim of promoting the outcomes achieved and obtaining the support of ILPES to deepen the transformations in the country and close remaining gaps, particularly in reference to gender equality.

*Panel 1: Institutions for a transformative recovery*

21. The panel was moderated by José Agustín Espino, Director of Territorial Development of the Ministry of Economy and Finance of Panama, and Diane Quarless, Chief of the ECLAC Subregional Headquarters for the Caribbean. Statements were made by E. Paul Chet Greene, Minister of Foreign Affairs, International Trade and Immigration of Antigua and Barbuda, Gloria Joseph, Permanent Secretary, Ministry of Economic Affairs, Planning, Resilience and Sustainable Development, Telecommunications and Broadcasting of Dominica; Viviana Casco, Minister-Executive Secretary, Technical Planning Secretariat for Economic and Social Development of Paraguay, Pavel Isa Contreras, Deputy Minister, Vice-Ministry for Planning and Public Investment, Ministry of Economy, Planning and Development of the Dominican Republic, and Ana Gabriela Castellani, Secretary for Management and Public Employment of the Head Office of the Cabinet of Ministers of Argentina.

22. The Minister of Foreign Affairs, International Trade and Immigration of Antigua and Barbuda said that the disastrous reality of the COVID-19 pandemic had revealed many institutional shortcomings, as well as the need to make changes in order to ensure a proactive means of responding to future crises. Such changes should be transformative and participatory, promote the development of resilience, incorporate new knowledge and be State-led. In the context of Antigua and Barbuda, it was necessary to promote digital governance, which had the potential to become one of the key pillars of a smart recovery. It was also important to develop and implement an effective communications strategy for public health that had a systemic approach and was suited to different audiences, as well as a strategic emergency management plan that involved the whole community. Quick-fix approaches to the economic recovery should be avoided; a smart recovery based on the principles of sustainable development, including environmental aspects recognized in the 2030 Agenda and the Escazú Agreement, should be pursued instead. Public policies or response measures for medium- or long-term planning should be transparent, create a climate of trust, be inclusive and participatory in leadership and decision-making, and respect democratic principles.

23. The Permanent Secretary, Ministry of Economic Affairs, Planning, Resilience and Sustainable Development, Telecommunications and Broadcasting of Dominica said that the aims of the National Strategy for Resilience Development Dominica 2030 were to make progress in the country's socioeconomic development, reduce the impact of natural disasters and other crises, and reduce the recovery time after such incidents. She said that the desired outcomes were stronger communities, a robust economy, well-planned and durable infrastructure, greater collective awareness, strengthened institutional systems and protected natural assets. In order to achieve those outcomes, 10 initiatives on the adaptation to climate change of communities and productive sectors, such as agriculture and tourism, had been established, as well as 15 targets for achieving resilience. Lastly, she stressed the importance of monitoring and evaluation systems to observe progress towards achievement of the objectives; to that end, the country had strengthened its monitoring system at various points and had implemented a unified data system.



24. The Minister-Executive Secretary of the Technical Planning Secretariat for Economic and Social Development of Paraguay drew attention to the importance of the role of the State during the pandemic, as well as in the recovery stage. She said that the National Development Plan Paraguay 2030 had been updated, aligning it with the Sustainable Development Goals, adding an institutional strengthening axis and coordinating the Plan with sectoral and institutional plans and the budget; all measures adopted to tackle the pandemic followed the guiding framework of the Plan. Monitoring mechanisms had also been strengthened through the identification of more than 200 indicators to enable analysis of the State's management performance. Since she had taken up her post in 2018, the Government had begun a national transformation process, beginning with the tax system and a review of public spending. Although challenges had intensified in 2019 owing to the pandemic and the impact of the climate crisis on the country's agricultural sector, it had been possible to continue to make progress in strengthening public management through initiatives to improve areas including public procurement, the civil service and the business environment.

25. The Deputy Minister of the Vice-Ministry for Planning and Public Investment of the Ministry of Economy, Planning and Development of the Dominican Republic said that a more comprehensive, multisectoral and interinstitutional approach to public action was required. To that end, it was necessary to put an end to compartmentalization in public institutions, strengthening spaces for dialogue, policies and diagnostic work, as well as increasing cooperation and coordinated work among the various public institutions to tackle critical problems. Coordination should increase among leading public sector bodies, i.e. those concerning finances and the budget, public administration institutions dealing with the public, and planning bodies. Other noteworthy aspects were the strengthening of monitoring and evaluation mechanisms, especially to measure short-term progress, and the boosting of results-based management. There was also a need for more flexible spending rules that would make it possible to tackle emergency situations without abandoning fiscal targets. Regarding the lessons learned from the pandemic, there had not been effective coordination between the leadership shown by social movements and public administrations to promote prevention and vaccination. Finally, owing to the particular vulnerability of the Caribbean to the impacts of climate change, it was essential to incorporate risk management into policies and planning not only in the area under discussion, but also in relation to cyberspace and migration issues. It was essential to promote results-based management and become used to results-based working and budgeting. Such an approach would make it possible to move from planning to budgeting and not the other way around, as was often the case. It was budgets that dictated what action could be taken.

26. The Secretary for Management and Public Employment of the Head Office of the Cabinet of Ministers of Argentina presented the State Action Map Information System, established through Administrative Decision 1926/2020 to bring together in a single platform the planning and monitoring of the management of national public sector policies. By strengthening policy monitoring, the information system had been instrumental in promoting critical processes such as the planning and evaluation of public policies, both within the Head Office of the Cabinet of Ministers and in each of the jurisdictions, as it systematized information for decision-making. The platform integrated planning with the national budget, strengthened data interoperability by incorporating previously segmented and incomplete information, and contained up-to-date information on public employment and the organizational structure of each jurisdiction. She added that the platform, which was interoperable with public budget systems and the Integrated Public Employment Database, used management indicators provided by ministries and decentralized bodies through the network for strengthening public management. In 2022, 473 State actions carried out by 25 agencies had been incorporated and measured using 1,293 management indicators. She added that the platform had a public information interface<sup>3</sup> and that work was ongoing to transfer the platform to the provinces through the federal civil service council.

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<sup>3</sup> See [online] <https://mapaaccionestatal.jefatura.gob.ar/>.

27. The representative of Nicaragua said that the pandemic had been commercialized, as evidenced by the fact that 87% of doses of vaccines against COVID-19 had been administered in the wealthiest countries. He therefore proposed that the attending countries should take stock of regional capacities to combat epidemics such as COVID-19 with the aim of being able to provide solutions at the regional level and negotiate joint positions. It remained important to incorporate issues of climate variability into public actions as in Nicaragua, for example, around US\$ 2 billion was needed to implement climate change adaptation measures. Nicaragua had made a major effort to link its budget with planning and the public had made a notable contribution to tackling the pandemic.

28. The Director of Territorial Development of the Ministry of Economy and Finance of Panama, speaking as panel moderator, provided a summary of the statements made. Firstly, he listed the challenges that must be overcome in the area of institutional strengthening for resilience: climate change and the loss of hope of citizens in the progress of their respective countries, which led to an increase in migratory flows and a lack of food security. He also emphasized the importance of data and indicators to monitoring and evaluating public activities. Moreover, institutional transformation called for a participatory process to enable the public to take part in government actions and for governments to be aware of the importance of such participation. Lastly, he underlined the importance of access to development assistance funding for Latin American and Caribbean countries, which were considered middle-income countries.

29. The Chief of the ECLAC Subregional Headquarters for the Caribbean drew attention to the common themes that had arisen in most statements: the importance of data and indicators; the need for public investment; and the importance of civic participation. An adequate level of consultation within government institutional frameworks to maximize efficiency in that regard was necessary. She underlined the importance of monitoring and evaluation to create trust among the public, of interactions between governments and the public, and of pre-budget planning to ensure effective public management. Lastly, she emphasized the importance of data and indicators to monitoring and evaluation.

*Panel 2: Institutions for building territorial resilience*

30. The panel was moderated by José Agustín Espino, Director of Territorial Development of the Ministry of Economy and Finance of Panama, and Abdullahi Abdulkadri, Coordinator, Statistics and Social Development Unit of the ECLAC Subregional Headquarters for the Caribbean. Statements were made by Pilar Garrido, Minister of National Planning and Economic Policy of Costa Rica, Mildrey Granadillo de la Torre, Vice-Minister for Planning of the Ministry of the Economy and Planning of Cuba, Johana Pinzón, Climate Change Leader of the Directorate of the Environment and Sustainable Development of the National Planning Department of Colombia, and Marlene Andrews, Assistant Director, Socio-Economic Policy Planning Division of the Ministry of Planning and Development of Trinidad and Tobago.

31. The Minister of National Planning and Economic Policy of Costa Rica drew attention to her country's Territorial Economic Strategy for an Inclusive and Decarbonized Economy 2020–2050 and underscored its potential role in facilitating the post-pandemic recovery and green and transformative growth. Its aim was to achieve greater economic and social resilience on the basis of a new model, with a view to decentralization, digitalization and decarbonisation. There were several challenges related to the implementation of that model: low levels of sophistication in production; poor quality work; the hyperconcentration of productive and innovative space; the accumulation of gaps hindering development; and the need to increase productivity with low emissions. In order to overcome those challenges and consolidate the new model, six positions had been established concerning: the creation of enabling conditions by closing gaps; the territorial diversification of economic activities; the activation of costs via a network of centres of economic, cultural and marine activity; the decentralization of innovation for a decarbonized future; the creation of a connected corridor ecosystem to bring about the transition to a decentralized, digitalized and decarbonized economy; and the creation of new green and blue jobs. A key

aspect of the strategy was the identification of 11 development hubs that would bring together multisectoral productive activities and provide opportunities for consolidation, clustering and productive synergy. The remaining challenges included adequately coordinating the national strategy with territories, implementing participatory management and financing territorial development.

32. The Vice-Minister for Planning of the Ministry of the Economy and Planning of Cuba said that, in response to the pandemic, her country had increased its interventions in local development. The political climate was favourable to local development and a new Constitution that strengthened and promoted decentralization. In implementing the Sustainable Development Goals and the National Plan for Economic and Social Development 2030, local governments were the primary link between the central Government and the community. Legislative changes had been made that enabled the creation of both mixed and private micro-, small and medium-sized enterprises, and changes had been introduced to non-agricultural cooperatives and self-employment. Those changes involved supporting a productive transformation that required new industries and new services. An alliance had been formed between academia, business and the Government to address problems by harnessing scientific and technical knowledge, and various instruments had been developed with the aim of strengthening institutional capacities for comprehensive, multilevel and multi-actor territorial management. The lessons learned included: the importance of interinstitutional collaboration between different sectors and ministries, the public and business; the participation of experts; coordination between different sectors; making use of scientific and technical potential and dialogue at various levels; and improved public communication, which included accountability and interaction with the public.

33. The Climate Change Leader of the Directorate of the Environment and Sustainable Development of the National Planning Department of Colombia drew attention to her country's climate and energy vulnerability. She said that there was a proposed sustainability agreement under the National Development Plan 2018–2022, which was intended to reduce levels of risk to climate-variability events and promote adaptation actions for a resilient, sustainable, productive and competitive development. Comprehensive Territorial Climate Change Management Plans had been created as territorial planning instruments and there were tools to support institutional resilience, such as a municipal disaster risk index to guide preventive actions with resilience-related criteria, and a number of tools for disaster risk analysis and adaptation to climate change during the pre-investment stage of a project. There was also a strategy to strengthen climate risk management in the business sector, which was aimed at conveying to companies that the efficient use of resources increased resilience and created market opportunities. Lastly, Colombia, as a country highly vulnerable to climate change, incorporated climate risk management into territorial planning, took climate risk measurement and management into consideration at the municipal level and had a strategy to improve climate risk management in the business sector.

34. The Assistant Director of the Socio-Economic Policy Planning Division of the Ministry of Planning and Development of Trinidad and Tobago said that, in her country, three main pillars had been identified in relation to development: economic diversification, ensuring food security and leaving no one behind. In 2020, the country had submitted a voluntary national review of its implementation of the 2030 Agenda for Sustainable Development; monitoring and evaluation were of particular importance and a national plan had been developed in that area. Plans must have a monitoring and evaluation system to highlight the importance of specific objectives and their links to financial matters, which were essential to identifying obstacles. Functional units had been identified to carry out national planning for territorial strategies, which were dependent on the physical, geographic, environmental and economic features of each territory. Municipal reforms were ongoing to increase the capabilities of municipal bodies in view of their greater awareness and knowledge of local realities and needs. Trinidad and Tobago had been significantly affected by climate change and efforts to increase resilience should be made at the individual, regional and global levels. Lastly, it was in the country's interest to participate in all initiatives intended to make the necessary changes, as well as in the agenda for climate action.

35. Wayne Henry, Director General of the Planning Institute of Jamaica reaffirmed the need for monitoring and evaluation in all countries, emphasizing the need to ensure that such initiatives worked. Regarding specific disparities, he said that sustainable development plans were being developed at the local level in Jamaica and were being aligned with the national plan for 2030; the specificities of individual places were only known at the local level.

36. The Director of Territorial Development of the Ministry of Economy and Finance of Panama reaffirmed the importance of climate change for the Caribbean subregion, which was in the Intertropical Convergence Zone, and said that Caribbean islands would be significantly affected, in particular those close to the Zone. Although there was awareness of the effects of climate change on the economy, greater attention should be paid to its effects on flora and fauna, which would also suffer.

*Panel 3: The role of foresight in building resilient institutions*

37. The panel was moderated by Gianna Aguirre, Undersecretary for Evaluation, National Secretariat of Planning of Ecuador, and Catarina Camarinhas, Social Affairs Officer, Statistics and Social Development Unit of the ECLAC Subregional Headquarters for the Caribbean. Statements were made by Luz Keila Gramajo, Secretary of Planning and Programming of the Office of the President of Guatemala, Wayne Henry, Director General, Planning Institute of Jamaica, Javier Abugattas, Chair of the Board of Directors of the Centre for Strategic Planning (CEPLAN) of Peru, Kelvin George, Director, Department of Economic and Technical Cooperation, Ministry of Finance, Planning, Economic Development and Physical Development of Grenada, and Fernando Sertã del Meressi, Undersecretary for Government Planning, Ministry of the Economy of Brazil.

38. The Social Affairs Officer of the Statistics and Social Development Unit of the ECLAC Subregional Headquarters for the Caribbean said that future-oriented studies had become more useful in the context of the pandemic and that foresight and public management must be coordinated in a more cross-cutting manner, assuming that foresight was needed in all institutions, not only in those involved in planning but in other State bodies, such as the executive, judicial and legislative powers, and in each stage of government administration (planning, implementation, monitoring and evaluation). The panel should address the role of foresight in building institutions capable of predicting crises, developing a culture that was future-oriented and had broad public participation, and should answer the question of how to create a long-term strategy, vision, plan or programme when faced with the constant pressures of short-term responses.

39. The Secretary of Planning and Programming of the Office of the President of Guatemala said that Guatemala had worked to create a shared long-term vision through the National Development Plan *K'atun, Nuestra Guatemala 2032*. The process of developing foresight capacities was particularly noteworthy and ILPES had played a key role in the costing process for the targets of the Government of Guatemala, constituting a means of coordinating the short and long term. Especially important was the support provided by ILPES through the PlanBarometer, which had acted as a basis for designing a methodology for evaluating the performance of ministries and departments, as well as helping to evaluate the quality of planning carried out at the State level.

40. The Director General of the Planning Institute of Jamaica emphasized the efforts of the Government of Jamaica to incorporate foresight through scenario-based planning and activities to raise awareness of policies in different scenarios, based primarily on predicting and adapting to changing contexts. Particularly noteworthy was the use of statistics in decision-making and the development of future scenarios by taking into account hypotheses based on the analysis of trends and probabilities and the identification of precursor events. The Planning Institute of Jamaica had contributed to the evaluation of government efficiency by linking investment of capital to achievement of the goals of the national development plan Vision 2030 Jamaica and the 2030 Agenda, with the aim of establishing a forward-looking culture among State institutions.

41. The Chair of the Board of Directors of CEPLAN of Peru said that there had been a significant decline in institutional capacities in his country, in particular in long-term planning, which had become even more apparent with the pandemic and the urgent need to respond to the short-term situation despite increasing complexity and uncertainty. Foresight had played a key role in planning at all levels of government. The country's Vision for 2050 was of particular importance as it was not only part of the national normative framework, but it had also been approved by national consensus bodies, the Forum for National Agreement and the Intergovernmental Coordination Council, which made it possible to create links between political and social actors and provide continuity in the consensus achieved between various administrations.

42. The Director of the Department of Economic and Technical Cooperation of the Ministry of Finance, Planning, Economic Development and Physical Development of Grenada said that the Government of Grenada had worked decisively to incorporate foresight into its plans, policies and programmes. The reference point had been the National Sustainable Development Plan 2020–2035, which included a number of future scenarios that made it possible to predict such scenarios and prepare for them. It was essential to have a comprehensive data centre at the Caribbean level to improve the design of evidence-based policies.

43. The Undersecretary for Government Planning, Ministry of the Economy of Brazil said that, in his country, there was a long tradition of using foresight, with two major instruments addressing the long-term future: The Federal Development Strategy (2020–2031) and Brazil 2035: Development Scenarios. Both instruments acted as a basis for medium- and short-term planning, while also facilitating the development of policies with greater consensus. A key part of those initiatives was the recognition that long-term plans could have a programmatic bias from each government, as a result of which mechanisms had been designed to update the plans over time and create stability so as to create more resilient institutions.

44. The Undersecretary for Evaluation, National Secretariat of Planning of Ecuador said that it was necessary to strengthen monitoring and evaluation mechanisms and promote a culture of evidence-based decision-making, which would help to respond to the challenge of implementing foresight and would strengthen the link between planning and public management. The institutional capacities of the region's countries were not sufficient, which had become clear, and even been exacerbated, by the COVID-19 pandemic.

45. The Minister of National Planning and Economic Policy of Costa Rica said that planning should be flexible and dynamic, and able to be adjusted to make more efficient use of resources by redefining priorities. It was also important to incorporate forward-looking public analysis into the academic and private sectors.

46. The Secretary of Planning and Programming of the Office of the President of Guatemala said that, with the support of ECLAC, a future-oriented analysis had been carried out of the 24 strategic outcomes of the National Development Plan, with 16 strategic targets that were key points in planning and that, through results management, were reflected in the national budget. It was thus possible to connect the Development Plan with sectoral and strategic operational plans. In Guatemala, the PlanBarometer methodology had been applied, a ministerial performance index had been created and quality had increased by means of a planning evaluation.

47. The representative of Nicaragua proposed that an event be held with ILPES on foresight-related topics; the representative of Costa Rica said that progress could be made in finance-related issues with the guidance of ILPES; the representative of Grenada said that the lack of human capital was another of the challenges preventing the implementation of projects and that ILPES guidance in that regard would be essential.

Report on the activities carried out by the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) since the seventeenth meeting of the Regional Council for Planning<sup>4</sup> (agenda item 4)

48. Under the present agenda item, the report on the activities carried out by ILPES since the seventeenth meeting of the Regional Council for Planning, which covered the period from 1 July 2020 to 1 June 2021, was presented. In order to fulfil the aim of improving planning and public management processes for balanced and sustainable development, strategies had been implemented in applied research on issues related to public management and planning, technical cooperative services, in-person and virtual training of government officials and interested parties, and the exchange of experiences and good practices between countries. Of particular note were the organization of and participation in intergovernmental and expert meetings, non-recurrent publications, knowledge management resources, advisory services, training workshops, courses and seminars, and technical cooperation projects.

49. Despite the high number of virtual activities carried out by international organizations and civil society, among other actors, participation in ILPES training activities had increased by more than 100% compared to 2020 and had involved over 2,000 participants. Networking, including networks of planning experts and other specialists, had been an important means of collective reflection during periods of high demand for public services. The working arrangements of ILPES illustrated the need to continue to strengthen the capacities of countries in the region and offer concrete tools to solve public problems. A long-term vision and the collective development of future scenarios would be vital to planning the transformative post-pandemic recovery by linking short-, medium- and long-term policies, with a territorial focus and broad public participation.

50. The state of ILPES resources revealed a complex situation caused by the institutional changes in planning in Latin America and the Caribbean and the dynamics of ILPES itself over the years, in a changing context of availability of resources that had been noticeably exacerbated by the COVID-19 crisis during the previous year. Faced with critical levels of contributions, ECLAC had made provisions to complement funding by including ILPES in some technical cooperation agreements financed by donors. Although such means provided support, they continued to be insufficient for the proper functioning of ILPES. The trust of the region's countries in the work of ECLAC and ILPES made it possible to continue regional capacity-building work in planning and public management, which would be critical in the post- COVID- 19 period and the recovery stage.

Review of the programme of work of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) for 2022 (agenda item 5)

51. During the presentation of the programme of work of ILPES,<sup>5</sup> it was indicated that the main objective was to improve planning and public management processes in the region to make progress towards balanced and sustainable development. Support would be provided to member States that requested it through capacity-building, technical cooperation and advice in various areas of planning and public management, following a strategy based on four areas of action: (i) conducting timely and applied research on cross-cutting issues related to public management and planning relevant to the impacts of the pandemic; (ii) providing technical cooperation services to support institutional capacity-building in public management and planning, which was ongoing at the national level; (iii) delivering training (in-person and virtual) to government officials and relevant interested parties to develop and strengthen competencies, skills and capacities in planning, in particular planning for resilience, and public management for development; and (iv) promoting the exchange of experiences and good practices among countries to create and strengthen learning networks and communities for the exchange of practices. To that end, a variety of

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<sup>4</sup> LC/CRP.18/5.

<sup>5</sup> LC/CRP.18/DDR/1.

new and existing tools would be used to build capacities and establish networks, as well as new focuses and analytical products, including dialogues on planning with high-level authorities, the Regional Observatory on Planning for Development in Latin America and the Caribbean and the PlanBarometer.

52. Regarding challenges and opportunities for ILPES in 2022, the Institute would continue to broaden the identification and systemization of the capacities needed to build resilient institutions and continue to strengthening the capacity-building process in planning and public management, even during the crisis and uncertainty. Mobility and travel to countries would continue to be a challenge in 2022 as a result of which virtual, in-person and hybrid arrangements would be established to meet countries' needs. Lastly, financing the work of ILPES would continue to be a challenge.

#### Consideration and adoption of resolutions (agenda item 6)

53. The resolutions contained in annex 1 were approved.

#### *Closing messages*

54. The Undersecretary for Institutional Strengthening of the Secretariat for Public Employment and Management of Argentina expressed thanks for the invitation to participate at the meeting and proposed that her country work actively with ILPES, as the work of the Institute aligned with the State capacity-building approach of Argentina. As part of the aim to build a better State, there had been significant enhancement of the planning function, strategic planning, situational planning and capacity-building in three dimensions: classic bureaucratic, political strategic and relational to coordinate all actors, while maintaining State autonomy and sovereignty in decision-making. Within the Subsecretariat, a State capacity index was being developed, and planning, monitoring and evaluation were being strengthened in all ministries and in relation to all strategic plans, not only the Roadmap for State Action; the PlanBarometer was in synergy with the proposal. Other important areas were data interoperability, dialogue and having empirical evidence for use in decision-making; States produced significant volumes of information and Argentina was working on systematizing it and making it available. The public management model of Argentina was democratic, inclusive and federal, and its work was intended to yield greater results and an improved State. Argentina stood ready to support and participate in the celebrations marking the sixtieth anniversary of ILPES.

55. The Director General of the Planning Institute of Jamaica congratulated the ILPES team and ECLAC for organizing the meeting, which had been an opportunity to exchange knowledge. The focus on resilience was important during the pandemic, as was the ability to adapt and recover. The focus on multisectoral planning within a comprehensive planning framework that incorporated environmental, economic and social sustainability would lead to better results. Building resilient institutions and strengthening capacities was extremely important. In Jamaica, there was consideration of incorporating tools to broaden capacities and including future planning in the Vision 2030 Jamaica development plan. Jamaica was committed to working with ILPES and ECLAC, which were valuable and trustworthy institutions.

56. The Director of Planning of the Presidential Secretariat of Nicaragua emphasized that the pandemic continued to be the most urgent matter. The commercialization of the pandemic threatened the equitable access of countries to vaccines and the region had needed to unite to obtain them. Climate change and resilience were also issues of the utmost urgency; it was essential to expand future planning, as well as the monitoring, follow-up and evaluation of plans disaggregated by time, territory and gender equality, among other factors, to better focus policies and projects. It was important to coordinate planning with programming and the budget, and good experiences and practices in the region could be of great use in that regard. For Nicaragua, the support, advice and knowledge creation of ILPES would continue to be vital.

### **Closing session**

57. At the closing session, statements were made by Cielo Morales, Chief of ILPES, and Enelda Medrano de González, Vice-Minister of Economy of Panama, on behalf of Héctor Alexander, Minister of Economy and Finance of Panama.

58. The Chief of ILPES said that the meeting had brought together more than 26 planning authorities from Latin America and the Caribbean (18 at the ministerial or vice-ministerial level) that had been sharing ideas on the experiences of their countries in relation to institutions for a transformative recovery, the institutions needed to create resilience in territories and the role of foresight in developing resilience in State institutions. She highlighted five fundamental aspects to bear in mind with regard to the future: (i) the need to transform State institutions; (ii) the linkage of capacities that would contribute to the development of more resilient institutions with foresight; (iii) the relationship between tools for institutional transformation and strong and interoperable statistical information systems; (iv) the territorial perspective; and (v) the need to develop a forward-looking culture. ILPES was ready to respond to the requests made by countries, including the following specific requests: of Nicaragua, to organize a meeting on foresight and methodology to make connections between targets and impacts; of Grenada, on the need to continue to build foresight capabilities and translate to English the courses available in Spanish; of Costa Rica, on financing a future-oriented policy, beginning with results-based budgeting and an approach to one of the major challenges of planning, the plan-budget-investment alignment and toolkit for implementation; of Guatemala, on consideration of the continuance of targets prioritized prior to the pandemic; of Jamaica, for increased foresight, comprehensive planning and capacity-building; of Honduras, for technical assistance for its new development plan with the aim of linking it to its Vision 2038; of Argentina, on its desire to normalize contextualized planning, which is strategic for improved decision-making, and its intention to work with ILPES on capacity-building, the implementation of the PlanBarometer and the interoperability of decision-making systems; and of Peru, on increasing capacities and putting people at the heart of planning and public management and of territories, the alignment of the United Nations system at the country level and, above all, the continuity of work.

59. Enelda Medrano, on behalf of Héctor Alexander, Minister of Economy and Finance of Panama, said that the aim was to find solutions applicable not only to the entire region, but also to each individual country. The task that lay ahead was a great responsibility and the topics raised would motivate countries to look closely at the tools available to see what would work and what would need to be changed, incorporated or adjusted to find solutions that would make it possible to design future scenarios more precisely, which would contribute, among other things, to the resilience of countries and the inclusion of their populations. The pandemic, which had found the region in a difficult financial situation and with high levels of debt, had once again highlighted the role of the State in developing the relationships between different societal actors and addressing the challenge of achieving consensus and opening up spaces for public participation. It had also showed that planning must play a central role to strengthen the responsiveness of economies and avoid making decisions at short notice. In that regard, it was essential to develop and improve responsiveness over the medium- and long-term as it was very difficult to work only in the present, without a forward-looking vision that made it possible to maintain and adjust the path towards each country's broader goals.



## Annex 1

**RESOLUTIONS****RESOLUTION CRP/XVIII/01**

*The Regional Council for Planning,*

*Recalling* resolution CRP/XVII/01, adopted by the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning at its seventeenth meeting, held in Montevideo in 2019, in which the Council requested the Institute to continue its efforts to strengthen planning in Latin America and the Caribbean,

*Bearing in mind* the agreements adopted by the Presiding Officers of the Council at their twenty- eighth meeting, held virtually in 2020, concerning the activities of the Latin American and Caribbean Institute for Economic and Social Planning,

*Bearing in mind also* resolution 748(XXXVIII), adopted by the Economic Commission for Latin America and the Caribbean at its thirty-eighth session, held virtually in San José in 2020, in which the Commission emphasizes and welcomes the fact that the draft programme of work and priorities of the system of the Economic Commission for Latin America and the Caribbean for 2022 reflects the alignment and adaptation of activities, contents and modalities of the programme of work to the new requirements arising from the 2030 Agenda for Sustainable Development and the Sustainable Development Goals and their targets, including the accelerated modalities and priorities of the Decade of Action, as well as from other internationally agreed action plans and instruments,

*Having reviewed* the role and priorities of planning for development and public management in Latin America and the Caribbean in the framework of the 2030 Agenda for Sustainable Development,

1. *Endorses* the *Report on the activities carried out by the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), 2020–2021*;<sup>1</sup>

2. *Welcomes* the activity of the Regional Observatory on Planning for Development in Latin America and the Caribbean and its new analytical products, and recognizes that this platform requires the sustained commitment of the countries to implement and take ownership of it, as well as the provision of relevant information for updating it;

3. *Takes note* of the position document *Resilient institutions for a transformative post-pandemic recovery in Latin America and the Caribbean: inputs for discussion*<sup>2</sup> and recognizes its contribution as input for discussions on the role of State institutions in post-pandemic recovery and on the need to strengthen national planning systems with renewed to capacities to plan for long-term post-pandemic recovery in the region;

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<sup>1</sup> LC/CRP.18/5.

<sup>2</sup> LC/CRP.18/3.

4. *Welcomes* the contribution of the institutions of the countries of the region and donors who contribute through strategic partnerships to the activities of the Latin American and Caribbean Institute for Economic and Social Planning and its operation: the cooperation programmes with the Government of Germany through the Federal Ministry for Economic Cooperation and Development and Deutsche Gesellschaft für Internationale Zusammenarbeit, with the Spanish Agency for International Development Cooperation and with the Government of the Republic of Korea;

5. *Recognizes* the importance of public policy consistency for strengthening the processes and instruments of planning for development and public management for the implementation of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean, and requests the Institute to maintain applied research, technical cooperation, advisory work and training to promote multi-stakeholder, multi-temporal, cross-sectoral and multi-level integration of the 2030 Agenda for Sustainable Development in planning for development;

6. *Requests* the Latin American and Caribbean Institute for Economic and Social Planning to continue its efforts to strengthen planning capacities in Latin America and the Caribbean, by: (i) strengthening national planning systems, which includes territorial development planning, foresight for development, methodologies for evaluation of policies and plans, and the linking of planning, budgeting and public and private investment, (ii) deepening and systematizing regional and extraregional experiences as well as the capacities needed to build institutions that are more resilient to crises and uncertainties; (iii) broadening the Regional Observatory on Planning for Development in Latin America and the Caribbean through new analytical products that enable the region overall to gain greater knowledge of institutional frameworks for planning for development, public management and national planning systems; (iv) the sharing of knowledge and good practices regarding the use of instruments, methodologies and tools on planning and public management and collaboration in this regard; (v) strengthening capacities for development planning at all stages of the cycle of public management for the implementation of the 2030 Agenda for Sustainable Development, with particular emphasis on gender equality, public leadership, digital government, transparency, accountability and citizen participation, as well as continuous technical assistance on these issues and the systematization of good practices; (vi) strengthening national and regional capacities in planning and land use management in both urban and rural forms; and (vii) mainstreaming risk management and climate change adaptation policy approaches and aligning commitments assumed under nationally determined contributions, particularly in the areas of agriculture, energy and infrastructure, with national planning systems;

7. *Also requests* the Latin American and Caribbean Institute for Economic and Social Planning to develop a proposal of contents for a document to be presented at the nineteenth meeting of the Regional Council for Planning, and to circulate that proposal at the twenty-ninth meeting of the Presiding Officers.

**RESOLUTION CRP/XVIII/02**

*The Regional Council for Planning,*

*Recalling* resolution CRP/XVI/02, adopted by the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning at its sixteenth meeting, held in Lima in 2017,

1. *Reaffirms* that the Regular System of Government Financing is essential for the continuity of the Latin American and Caribbean Institute for Economic and Social Planning and the implementation of its programme of work, as a complement to the regular budget of the Economic Commission for Latin America and the Caribbean;

2. *Expresses* its concern at the critical level of resources reached by the Regular System of Government Financing and requests member States to take the necessary measures to make and regularize their contributions to the Institute in conformity with their respective normative frameworks, with a view to making regular, timely contributions;

3. *Requests* the Economic Commission for Latin America and the Caribbean to make the necessary arrangements to ensure and strengthen the operation of the Latin American and Caribbean Institute for Economic and Social Planning within existing resources of the regular budget of the organization, and to continue to seek extrabudgetary funds;

4. *Requests* the secretariat to make such arrangements as it deems necessary to obtain financing for new projects to be conducted at the request of interested countries.

**RESOLUTION CRP/XVIII/03**

*The Regional Council for Planning,*

*Recalling* resolution CRP/XIV/03, adopted by the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning at its fourteenth meeting, held in Brasilia in 2013, in which it instructed the Institute to hold regular meetings of the Presiding Officers of the Council,

*Expressing its satisfaction* at the holding of the twenty-eighth meeting of the Presiding Officers of the Regional Council for Planning in virtual format in November 2020,

1. *Takes notes* of the report of the twenty-eighth meeting of the Presiding Officers of the Regional Council for Planning;<sup>1</sup>

2. *Convenes* the Presiding Officers of the Regional Council for Planning to a meeting in the second half of 2022 at a location to be decided by the member countries;

3. *Conveys its appreciation* to the Government of Panama for hosting the eighteenth meeting of the Regional Council for Planning in virtual format.

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<sup>1</sup> LC/MDCRP.28/4.

Annex 2

**LIST OF PARTICIPANTS<sup>1</sup>**

**A. Estados miembros de la Comisión  
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<sup>1</sup> Los datos de esta lista son los suministrados por los participantes en el registro correspondiente que se habilitó para la reunión.  
The information contained in this list is as supplied by the participants themselves, in the register provided for the meeting.

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