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

Panama City, 4 August 2022

**PROGRAMME OF WORK OF THE LATIN AMERICAN  
AND CARIBBEAN INSTITUTE FOR ECONOMIC  
AND SOCIAL PLANNING (ILPES), 2023**

**Subprogramme 9: Planning and public management for development<sup>1</sup>**



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<sup>1</sup> From the *Draft programme of work of the ECLAC system, 2023* (LC/PLEN.36/3) adopted by the Committee of the Whole of ECLAC at its thirty-sixth session.



## **SUBPROGRAMME 9: PLANNING AND PUBLIC MANAGEMENT FOR DEVELOPMENT**

### Objective

The objective to which this subprogramme contributes is to enhance planning and public management processes in the region for the advancement of equitable and sustainable development.

### Presentation

Planning and public management for sustainable development is a tool for ensuring cohesion, coherence and rationality in the implementation of the 2030 Agenda in Latin American and Caribbean countries, and the continued prosperity of the region. State leadership has been pivotal in improving development outcomes in response to the challenges arising from, among other things, low productivity and the infrastructure deficit; segregation and lags in the quality of health and education services, which were exacerbated by the pandemic; persistent gender gaps; and marked inequalities, particularly those affecting minorities and marginalized territories. These challenges are structural and require concerted commitments by a range of development actors, including citizens, the business community, civil society organizations, local and regional governments, public agencies, and national authorities.

Today, effective planning and public management requires: (i) the incorporation of a long-term vision in medium-term development plans and public policies to ensure sustainable and transformational recovery from the pandemic; (ii) the mainstreaming of resilience to anticipate, foresee, respond and recover from domestic and external shocks caused by natural disasters, including pandemics; (iii) the strengthening of institutions to build more transparent and accountable public services; (iv) the mainstreaming of intersectoral and multilevel perspectives for coherent and consistent policymaking, particularly in light of the need to support sustainable recovery; (v) the active participation and collaboration of diverse actors from both the private and public sectors in policy design, formulation and implementation; and (vi) the strengthening of territorial governance, planning and management in public policy processes. The 2030 Agenda offers the countries of the region an opportunity to focus on their long-term development goals and to build effective, inclusive, and strategic institutions to implement sustainable transformational measures for recovering from the pandemic while seeking to attain the SDGs.

For planning to be effective it must be participatory and prioritize comprehensive and sustainable development through short, medium- and long-term outlooks, while fostering high-quality public investment with a territorial focus and strong linkages between development and sectoral plans and budgets. Gender mainstreaming and open government help to reduce structural gaps by enhancing transparency, participation and accountability. To build forward better, public institutions must mainstream lessons learned from the crisis in their strategic planning, fostering integrated policy making and collaborative mechanisms. Progress is also required in areas such as transparency, the evaluation of public policies, and the enhancement of methodologies and processes to mainstream the territorial dimension in planning at national and sectoral levels.

Under this subprogramme, ECLAC will support the alignment of national development planning, public investment and budgets with recovery measures and the 2030 Agenda for Sustainable Development and contribute to the strengthening of state-of-the-art planning and public management for sustainable development

among governments and other policy stakeholders across the region. It will do so by promoting capacity-building and institutional development and the application of strategic tools and methodologies relevant to the six requirements identified above to address implementation gaps.

### Strategy

The Latin American and Caribbean Institute for Economic and Social Planning (ILPES) is responsible for implementing this subprogramme. The 2030 Agenda shapes the work of ILPES and the provision of high value added services, such as applied research, technical advice and training, and the development of networks and communities of practice to that end. The goal of ILPES is to provide technical cooperation services to countries of the region to strengthen the capacities of national planning and public management systems and institutions in the pursuit of sustainable, resilient and inclusive development.

Actions regarding 2030 Agenda implementation related to ILPES scope of work are aimed at strengthening institutional capacities in planning, designing, and executing effective, efficient and coherent actions towards the achievement of the SDGs. Actions under the subprogramme will be carried out in close coordination with other substantive divisions, subregional headquarters and country offices of ECLAC, and with strategic stakeholders, including other United Nations entities, particularly the resident coordinator system. Activities to that end consist in the design and application of new methodologies, instruments and conceptual frameworks, and governance and public management techniques that encourage cooperation, peer-to-peer learning, and the sharing of experiences and good practices. The contribution to the 2030 Agenda under the subprogramme will be related mainly to SDGs 10, 11, 16 and 17.

The main beneficiaries under the subprogramme will be government authorities and public officials of the countries of the region, especially those responsible for planning and public management policies and systems at national and subnational levels of government; civil society organizations and academic institutions; and local, regional and subregional organizations.

Under the subprogramme, support will be provided to member States, upon request, through the provision of capacity development, technical cooperation and advisory services to: (i) 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 and recovery from the effects of the pandemic; (ii) support ongoing institutional capacity-building in planning and public management; (iii) provide government officials and relevant stakeholders with training (in situ and e-learning) to build and strengthen competencies, capabilities and capacity in the areas of planning, including resilience planning and public management for development; and (iv) promote communities of practice for peer learning and experience sharing among countries. For these purposes, a range of existing and new capacity-building and networking instruments, analytical products and approaches will be employed, including dialogues with high-level authorities, practitioners, and experts, the Regional Observatory on Planning for Development in Latin America and the Caribbean, and relevant methodologies to foster the consolidation of planning and public management systems in the region.

### Activities

#### 1. Substantive servicing of meetings Intergovernmental meetings

A meeting of the Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning.

Ad hoc expert group meetings

A meeting of experts to discuss the progress made and pending challenges regarding planning for development systems and institutions, including public investment, multiscale and territorial governance, as well as cross-cutting and emerging issues.

2. Recurrent publications

One issue of *Panorama de la Gestión Pública en América Latina y el Caribe*.

3. Non-recurrent publications

Four studies on topics covering one or more of the following issues: (i) planning for development systems and institutions, and the formulation of integrated public policy agendas, strategies and plans that incorporate multiscale and territorial governance and planning; (ii) integrated public management systems and practices (planning and programming; budgeting and public investment systems; monitoring and evaluation systems; and accountability and control), including multiscale and territorial management; and (iii) planning and public management for development in cross-cutting and emerging issues, such as mainstreaming gender and participatory approaches and practices, open government, and digital government, among others.

4. Other substantive activities

Technical materials

- (i) Maintenance and updating of the virtual platform of the Regional Observatory on Planning for Development in Latin America and the Caribbean.
- (ii) Development, maintenance and updating of technical manuals and software applications to support training (in situ and e-learning) and technical cooperation.

Booklets, fact sheets, wall charts and information kits

Infographics, policy briefs and newsletters on planning and public management for development.

5. Advisory services

Provision of advisory services to countries of the region, upon request, in the areas of: planning for development systems and institutions, including the formulation of integrated public policy agendas, strategies and plans; integrated public management systems and practices, including programming, budgeting and public investment systems, as well as monitoring, evaluation, accountability and control systems; cross-cutting programming, covering matters such as gender mainstreaming and stakeholder engagement, open government and digital government, and emerging issues.

6. Training courses, seminars and workshops

Strengthening of e-learning training to provide 10 training courses (in situ and e-learning) on the following topics: (i) planning for development systems and institutions, and the formulation of integrated public policy agendas, strategies and plans, including multiscale and territorial

governance and planning; (ii) integrated public management systems and practices (planning and programming; budgeting and public investment systems; monitoring and evaluation systems; and accountability and control), including multiscale and territorial management; (iii) planning and public management for development in cross-cutting and emerging issues, such as mainstreaming gender and participatory approaches and practices, open government and digital government; and (iv) priority issues to be defined with member States.

7. Technical cooperation projects

It is expected that projects will be undertaken in the areas of planning and public management for development, including plans and programmes to implement the 2030 Agenda for Sustainable Development.

8. Intermediate activities

- (i) Support for the operation of virtual networks and information exchange on topics related to the subprogramme.
- (ii) Surveys and governmental dialogues on planning and public management for development in Latin America and the Caribbean.
- (iii) Support for the organization of training courses, in response to requests made under other subprogrammes, on topics such as sustainable development, gender mainstreaming, natural resource management, population, climate change and innovation strategies.

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