



XXIX

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

Santiago, 19 January 2023

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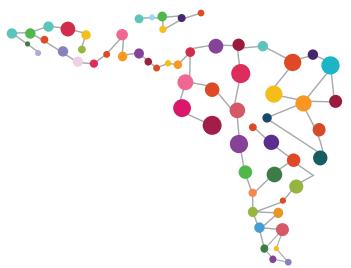
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REPORT ON THE ACTIVITIES CARRIED OUT BY THE LATIN AMERICAN AND
CARIBBEAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING (ILPES),
2021-2022



UNITED NATIONS

ECLAC



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ECLAC



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Executive summary

Pursuant to the mandates issued by its governing body, the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) submits this activities report covering the period from 1 June 2021 to 31 May 2022. The activities detailed in this report are in line with subprogramme 9 “Planning and public management for development”, the main objective of which is to enhance planning and public management processes in the region for the advancement of equitable and sustainable development, and the mandates issued by the Eighteenth meeting of the Regional Council for Planning.

To accomplish this programme of work and the engagements issued by the eighteenth meeting of the Regional Council for Planning, held virtually from 19–21 October 2021, ILPES conducted activities in the form of three working modalities: technical cooperation, training and applied research. Because of the coronavirus disease (COVID-19) pandemic during this reporting period, most of the activities undertaken in the three working modalities were carried out remotely.

During this period, ILPES also continued to work using resources for the collective construction of knowledge, such as the Regional Observatory on Planning for Development in Latin America and the Caribbean, the Plan Barometer and the Planning Network for Development, in addition to the communities of practice on the topics of the 2030 Agenda, open government, foresight and territorial development, among others.

The progression of the pandemic in the region and the vaccination rate, albeit uneven, allowed on-site operations at ECLAC Headquarters to resume gradually and for training courses and technical assistance to continue in virtual format, given the restrictions on travel between countries.

The eighteenth meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) was thus held from 19 to 21 October 2021, in virtual format for countries and in person for ILPES and ECLAC staff. The meeting was attended by representatives of 27 member States of the Economic Commission for Latin America and the Caribbean (ECLAC), representatives of associate member States of ECLAC, resident coordinators of countries in the region and representatives of United Nations agencies, funds and programmes.

Regarding the technical assistance requested by the countries of Latin America and the Caribbean to strengthen competencies and capabilities in planning for development and public management with a regional and gender perspective, the following stands out for this period:

- **Bolivia (Plurinational State of):** Ministry of Development Planning, strengthening of capabilities in territorial planning.
- **Costa Rica:** Ministry of National Planning and Economic Policy, regional development.
- **Costa Rica:** Ministry of Science, Innovation, Technology and Telecommunications, data interoperability and open data governance models.

- **Chile:** Office of the Minister-Secretary General of the Presidency of Chile, open government for the co-creation of the sixth National Action Plan.
- **Chile (subnational):** Municipality of Peñalolén, in the framework of its first local action plan.
- **Dominican Republic:** Ministry of Economy, Planning and Development, results-based management and development planning.
- **Ecuador:** National Office of the Undersecretary for Public Administration of the Office of the President of the Republic, open government for the co-creation of the second national action plan.
- **Guatemala:** Secretariat for Planning and Programming of the Office of the President (SEGEPLAN), review and validation of assessment methodologies and institutional performance indicators.
- **Mexico:** National Council for the Evaluation of Social Development Policy (CONEVAL), evaluation of social development programmes.
- **Mexico (Guanajuato):** Government of the State of Guanajuato, the evaluation of social programmes and its evaluation system.
- **Panama:** Ministry of Economy and Finance (MEF), strengthening of territorial development and public investment.
- **Paraguay:** Technical Planning Secretariat for Economic and Social Development (STP), strengthening of its national planning system, results-based management and territorialization of planning.
- **Uruguay:** Uruguayan International Cooperation Agency (AUCI), strengthening the planning capacities of the subnational-level teams.

Thirteen international distance-learning courses were delivered on the following topics:

- Territorial strategic planning and the 2030 Agenda (3 May–11 June 2021)
- Logical framework for the formulation of development projects (31 May–19 July 2021)
- Public leadership for inclusive cities (14 June–16 July 2021)
- Mainstreaming the gender perspective in the territory (12 July–20 August 2021)
- National territorial development policies (26 July–3 September 2021)
- Formulating and evaluation of public investment projects (2 August–8 October 2021)
- Foresight for development and the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development (16 August–8 October 2021)
- Evaluación multicriterio en la inversión pública (2–30 November 2021)
- Estado abierto en América Latina y el Caribe. Principios, mecanismos y políticas para el fortalecimiento de la gestión pública (10 November–8 December 2021)
- National territorial development policies (21 March–21 April 2022)
- Public management performance indicators (4–30 April 2022)
- Territorial strategic planning and the 2030 Agenda (5 April–13 May 2022)
- Introducción al ordenamiento territorial (9 May–5 June 2022)

The experience and knowledge generated by ILPES in the design and production of virtual training courses created internal demand for capacity-building from other ECLAC divisions.

In addition, countries requested courses as necessary in the framework of technical assistance (national distance-learning courses restricted to a limited number of participants), along with other courses in association with United Nations system bodies. One example during this period was the course on developing evidence-based road safety projects (organized by ILPES and the Pan American Health Organization (PAHO) for civil servants in Santa Fé province in Argentina from 4 October to 26 November 2021).

During the period under consideration, 10 seminars were also hosted to foster the exchange of good practices, strengthen links with other development actors and strengthen cooperation among the region's governments. These included the following webinars and face-to-face seminars:

- Webinar: Methodological Options for the Inclusion of the Social Price of Carbon in National Public Investment Systems in Latin America and the Caribbean, organized by ILPES and the Inter-American Development Bank and Deutsche Gesellschaft Fur Internationale Zusammenarbeit (GIZ) in its capacity as technical secretariat of the Network of National Public Investment Systems (SNIP) (19 August 2021).
- Webinar: Participación Ciudadana en la Gestión Institucional Pública, organized by ILPES/Planning Network for Development in Latin America and the Caribbean (27 October 2021).
- Webinar: Enfoque de Derechos Humanos y Justicia Abierta: Facilitadores Judiciales, Lenguaje Claro y Rol de la Academia, organized by ILPES/ the regional Open Government Academic Network (RAGA) and the Center for the Study of State and Society (CEDES) (5 November 2021).
- Webinar: Los Desafíos de los Avances hacia el Estado Abierto desde el Enfoque de Gobierno Abierto, organized by ILPES/ regional Open Government Academic Network (RAGA) and the Center for the Study of State and Society (CEDES) (11 November 2021).
- Webinar: Relevando los ODS en Ciudades Intermedias de América Latina y el Caribe, organized by ILPES/regional Open Government Academic Network (RAGA) (2 December 2021).
- Webinar: Lanzamiento libro “10 años de colaboración CONEVAL-CEPAL en la instauración del Sistema de Monitoreo de la Política Social en México”, organized by ILPES and CONEVAL Mexico (13 December 2021).
- Webinar: The Role of Digital Government in the Implementation of the 2030 Agenda for Sustainable Development, organized by ILPES, the Government of the Republic of Korea and the Government of Costa Rica through the Ministry of Science, Innovation, Technology and Telecommunications (MICITT) (30 March 2022).
- Side event: “Open government and environmental democracy: an opportunity for cooperation”, organized by ILPES, Universidad Hemisferios and the Open Government Partnership (PMO) in the framework of the first meeting of the Conference of the Parties to the Escazú Agreement (held virtually on 19 April 2022).
- Webinar: Del Gobierno Abierto al Estado Abierto en Paraguay: Avances y Desafíos de Cara al Proceso de Cocreación del Quinto Plan de Acción 2022-2024, ILPES and the Technical Planning Secretariat for Economic and Social Development (28 April 2022).
- Feria de Gobierno Abierto 2022, organized by the Office of the Minister-Secretary General of the Presidency of Chile and the Mesa de Gobierno Abierto, of which ILPES and ECLAC are members (Santiago, Chile, 19 May 2022, on site).

In brief, during the period under consideration, 13 international distance-learning courses open to all, and 15 national, restricted distance-learning courses were organized; support was provided for the development of 14 distance-learning courses by other divisions, and 10 seminars/workshops/capacity-building activities were organized, (with one on site). A total of 4,328 people participated in these training sessions. In terms of gender balance, 53% of the participants were women.

During this reporting period, the Regional Observatory on Planning for Development in Latin America and the Caribbean registered nearly two million sessions, making it one of the most visited ECLAC observatories. During this period, progress was made in the updating of information on the institutional framework for national planning systems and in the collection, systemization and analysis of planning instruments in the specific areas of sustainable mobility in cities and territories.

Moreover, in August 2021, the ILPES Planning Network, with the support of the Spanish Agency for International Development Cooperation (AECID), launched a publication entitled *Apuntes*, the first edition of which focuses on foresight and the COVID-19 pandemic. The Network also launched its first newsletter in September 2021. During this reporting period, the Network also held its usual discussion forums and webinars. These addressed the topics of citizen participation in institutional management and Sustainable Development Goals in intermediate cities in Latin America and the Caribbean. The Planning Network currently has 3,220 members.

In the framework of the Community of Practice on voluntary national reviews in Latin America and the Caribbean in which ILPES takes part, monthly meetings and a regional workshop were held for countries in the region presenting their voluntary national reviews in 2022 (Argentina, Dominica, El Salvador, Grenada, Jamaica, Saint Kitts and Nevis, Suriname and Uruguay) at the fifth meeting of the Forum of the Countries of Latin America and Caribbean on Sustainable Development (7–9 March 2022).

In addition, strategic partnerships with international donors provide fundamental support for ILPES, allowing it to increase its capacity to provide technical assistance and generate and manage regional knowledge among a range of actors. The Spanish Agency for International Development Cooperation (AECID), in the framework of its cooperation programme with ECLAC, worked with ILPES to analyse innovative and resilient public policies in a context of multiple crises. It also supported two strategic instruments for the dissemination of applied research and knowledge: the Regional Observatory on Planning for Development in Latin America and the Caribbean and the Planning Network for Development in Latin America and the Caribbean as a peer-to-peer learning community. The Republic of Korea, under its cooperation programme with ECLAC, worked with ILPES to strengthen experience-sharing in the areas of open government and digital government in Latin America and the Caribbean. Meanwhile, Deutsche Gesellschaft Fur Internationale Zusammenarbeit (GIZ) supported ILPES in the application of urban foresight methodologies for sustainable mobility in four cities in Latin America.

ILPES also receives support from the United Nations Development Account for the implementation of the “Resilient and inclusive public management systems for sustainable development in Latin America and the Caribbean” project, which aims to build the capacities of the governing bodies of national planning systems of ECLAC countries for the development of plans, policies and strategies for a resilient and sustainable recovery from COVID-19 at the national and subnational levels, in line with the Sustainable Development Goals (SDGs). The project will run for a period of three and a half years, from January 2022 to June 2025.

Lastly, during the period covered by this report, ILPES published six new documents: *Resilient institutions for a transformative post-pandemic recovery in Latin America and the Caribbean: inputs for discussion* (LC/CRP.18/3), 2021; “Gobierno abierto y ciudadanía en el centro de la gestión pública: selección de artículos de investigación”, *Project Documents* (LC/TS.2021/114), 2021; “Apertura y uso de datos para hacer frente al COVID-19 en América Latina”, *Public Management series*, No. 88 (LC/TS.2021/98), 2021; “Gobernanza digital e interoperabilidad gubernamental: una guía para su implementación”, *Project Documents* (LC/TS.2021/80), 2021; “Evaluación de programas públicos”, *Public Management series*, No. 87 (LC/TS.2021/31), 2021, and 10 años de colaboración CONEVAL-CEPAL en la instauración del Sistema de Monitoreo de la Política Social en México (LC/TS.2021/132), 2021 (CONEVAL-ECLAC co-edition).



Introduction

This report has been prepared for the twenty-ninth meeting of the Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), which is to be held in Santiago on 19 January 2023.

This report presents the activities carried out by ILPES from 1 June 2021 to 31 May 2022 in compliance with the programme of work of the ECLAC system, specifically subprogramme 9 “Planning and public management for development”, and with the mandates issued by the eighteenth meeting of the Regional Council for Planning. The objective of subprogramme 9 is 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.

At its eighteenth meeting, the Regional Council for Planning requested that the Latin American and Caribbean Institute for Economic and Social Planning 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.¹

¹ See Resolution CRP/XVIII/01, adopted at the XVIII meeting of the Regional Council for Planning (19–21 October 2021).

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 countries 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, a diagnostic tool that characterizes development planning instruments, processes and systems.

The activities undertaken to achieve the objectives and indicators, as formulated, have included: organizing the eighteenth meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES); holding international meetings of experts; preparing publications on specific topics; providing technical assistance services on demand; delivering both restricted courses and courses 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

The eighteenth meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) was held from 19 to 21 October 2021 in virtual format. The meeting was attended by representatives of the following member States of ECLAC: Antigua and Barbuda, Argentina, Belize, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Honduras, Jamaica, Nicaragua, Panamá, Paraguay, Peru, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay and Venezuela (Bolivarian Republic of). The meeting was also attended by representatives of associate member States of ECLAC, resident coordinators of the region and representatives of United Nations funds and programmes.

ILPES presented the position paper *Resilient institutions for a transformative post-pandemic recovery in Latin America and the Caribbean: inputs for discussion*, which suggests that the emergency caused by the COVID-19 pandemic has turned a spotlight on the key role of the State in providing public goods and services, while the public sector has returned to the fore as the locus for emergency response and

for driving the recovery. However, the low level of citizen's trust in government institutions limits their actions. This document argues that stronger State institutions are needed to address the structural problems of the current development pattern and tackle the new challenges posed by current crises and others the future may bring. Institutions need renewed capacities and leadership to design and implement policies and programmes capable of meeting present needs with a future vision, in a way that is participatory, collaborative and inclusive.



In the discussion held at the meeting, member countries welcomed the document and recognized 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 capacities to plan for long-term post-pandemic recovery in Latin America and the Caribbean.

By resolution CRP/XVIII/01, adopted at the eighteenth meeting of the Regional Council for Planning, the countries welcomed the activity of the Regional Observatory on Planning for Development in Latin America and the Caribbean and its new analytical products. They recognized 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. They also requested 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 to be held in the second half of 2022.

b) Ad hoc expert group meetings

Meeting of Experts on Digital Government (March 2022). ILPES organized, jointly with the Government of the Republic of Korea and the Government of Costa Rica, through the Ministry of Science, Innovation, Technology and Telecommunications (MICITT), the virtual seminar The Role of Digital Government in the Implementation of the 2030 Agenda for Sustainable Development. The objective of the meeting, attended by experts from Argentina, Chile, Colombia, Costa Rica, the Republic of Korea and Peru, was to promote the exchange of experiences, good practices, and knowledge in the field of digital government and government interoperability in Latin America and the Caribbean and discuss challenges and advances in the field, as well as to highlight the importance of digital government and digital inclusion to accelerate the fulfillment of the United Nations Sustainable Development Goals.

Experts agreed that the success of initiatives to offer online services and access to quality data depended on the degree of maturity of digital governance in each country, determined by a combination of factors including the level of interoperability of intra- and interinstitutional systems, penetration of the Internet and broadband rate, the technological infrastructure available for both administrations and users, the digital literacy of citizens, and the policies and legal instruments related to access to information. See [online]: <https://www.cepal.org/en/events/webinar-role-digital-government-implementation-2030-agenda-sustainable-development>.

Meeting of experts on citizen participation in institutional management (October 2021). A webinar was held on 27 October 2021 on citizen participation in institutional public policy with experts from Latin America and the Caribbean. The meeting was attended by 577 participants, of whom 281 were women. It was the closing event to the discussion forum that took place from August to October 2021 on this subject in the framework of Planning Network activities (more information about Network activities is found below). A systematization of the discussions generated during the forum was presented in addition to the results of the consultation on the participatory bodies in public organizations. At the meeting, experts from various countries in the region presented experiences such as the social consultation and participation body of the Sistema Nacional de Seguridad Alimentaria y Nutricional of Guatemala, the Open Laws initiative of Argentina and progress in the participatory coordination of protected areas in land management planning in Colombia. See [online]: <https://comunidades.cepal.org/ilpes/es/grupos/noticia/webinar-participacion-ciudadana-en-la-gestion-institucional>.



2. Recurrent publications

Position paper: *Resilient institutions for a transformative post-pandemic recovery in Latin America and the Caribbean: inputs for discussion* (LC/CRP.18/3), 2021. This document aims to contribute to this reflection and advance discussion on the institutional capacities and leaderships that need to be developed to regain citizens' trust and build lasting and sustainable compacts. As stated in the publication, the COVID-19 pandemic has highlighted the importance of the State and its irreplaceable public function and representation of the general interest (of present and future generations). Hence, transformative recovery requires a strengthened and renewed welfare state: an open, transparent and participatory State, capable of building scenarios for the future with civil society, academia and the private sector, in order to move towards more inclusive and resilient societies. The COVID-19 pandemic has tested the response and adaptation capacity of institutions and of public management. However, as is evident throughout the document, it has also created an unprecedented opportunity to identify the capacities needed to build resilient institutions that can lead a response that is equal to the challenges of the present and future. See [online] <https://www.cepal.org/en/publications/47317-resilient-institutions-transformative-post-pandemic-recovery-latin-america-and>.

3. Non-recurrent publications

“Gobierno abierto y ciudadanía en el centro de la gestión pública: selección de artículos de investigación”, *Project Document* (LC/TS.2021/114), 2021; The document is a compilation of the work selected for the sixth round of planning workshops on open government and citizenship at the centre of public management, which postulates that an open government approach is a new paradigm of public management that fosters and articulates a new relationship between citizens, companies and government, and in which the principles of transparency, access to information, accountability and citizen participation are the fundamental pillars of the design and implementation of policies, plans, programmes and public projects. See [online]: <https://www.cepal.org/es/publicaciones/47256-gobierno-aberto-ciudadania-centro-la-gestion-publica-seleccion-articulos>.

“Apertura y uso de datos para hacer frente al COVID-19 en América Latina”, *Public Management series*, No. 88 (LC/TS.2021/98), 2021. This report explores how Latin American governments have addressed data openness and use in response to the pandemic and in view of the World Health Organization (WHO) recommendations on making COVID-19 data available in order to design evidence-based solutions. It presents information from Argentina, Brazil, Chile, Colombia, Costa Rica, Mexico and Uruguay, and identifies the practices of these governments. See [online]: <https://www.cepal.org/es/publicaciones/47172-apertura-uso-datos-hacer-frente-al-covid-19-america-latina>.

“Gobernanza digital e interoperabilidad gubernamental: una guía para su implementación”, *Project Documents* (LC/TS.2021/80), 2021. This publication highlights the importance that digital governance and government interoperability have acquired in countries' progress. Both are vital factors in building a more efficient, effective and transparent State; they make it possible to manage and share information between institutions and between States, and act as a foundation on which to formulate public policies that improve the quality of life of citizens and foster a favourable and competitive business climate in the countries. The document examines certain conceptual, theoretical and practical notions that make up the foundations and standards of digital governance and government interoperability, focusing on their practical application. Likewise, based on the technical assistance on government interoperability provided by ECLAC to the Ministry of Science, Technology and Telecommunications (MICITT) of Costa Rica, a road map is proposed for the definition of an institutional framework and its terms of reference covering the components of digital governance and government interoperability, with special emphasis on the identification and implementation of various initiatives. In addition, tools are provided to facilitate the categorization of these initiatives and the involvement of different disciplines. See [online] https://repositorio.cepal.org/bitstream/handle/11362/47018/1/S2100258_es.pdf.

“Evaluación de programas públicos”, *Public Management series*, No. 87 (LC/TS.2021/31), 2021. This document is intended as a road map for public administrators who develop evaluation processes for their programmes, and for the consultants, research centres, universities and others which conduct evaluation studies. Institutional evaluation efforts are considered beneficial for the improvement of public policies and, therefore, of the quality of public spending. This manual takes a practical approach and uses examples to explain the logic and the difficulties of evaluation processes in a simple and easy-to-understand manner, based on the capacity-building and technical assistance conducted by the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) in countries of the region in the areas of planning, programming, budgeting, monitoring and assessment. See [online] <https://www.cepal.org/es/publicaciones/46795-evaluacion-programas-publicos>.

10 años de colaboración CONEVAL-CEPAL en la instauración del Sistema de Monitoreo de la Política Social en México (LC/TS.2021/132), 2021. This document systematized the experience and reflected on the results of ten years of collaboration between CONEVAL/ILPES-ECLAC with the aim

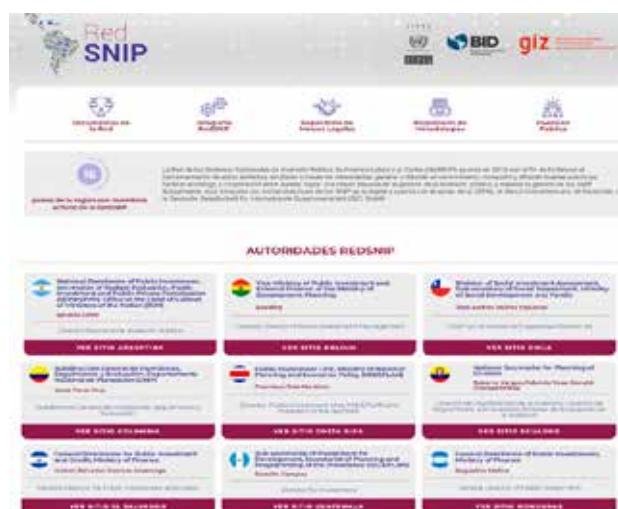
of identifying strengths and weaknesses and thus continue consolidating the monitoring of Mexico's social programmes and policies. The report describes the successful development of the first and most advanced social policy monitoring systems in Latin America, a central pillar of the government reform towards results-based management implemented in Mexico in the last two decades. This document details activities and achievements, making the collaboration a reference for the countries of the region. See [online]: <https://www.cepal.org/es/publicaciones/47553-10-anos-colaboracion-conevel-cepal-la-instauracion-sistema-monitoreo-la-politica>.

The ILPES team also contributed to the document published by the ECLAC subregional headquarters for the Caribbean: "A review of the status of institutional mechanisms for sustainable development planning in the Caribbean", *Studies and Perspectives series*, No. 107 (LC/TS.2022/16). See [online]: <https://www.cepal.org/en/publications/47772-review-status-institutional-mechanisms-sustainable-development-planning-caribbean>.

4. Knowledge management resources

The Regional Observatory for Development Planning for Development in Latin America and the Caribbean is a dynamic space for analysis, information and collective knowledge-building for governments, academia, the private sector and civil society on development planning in Latin America and the Caribbean. It was created to strengthen planning practices at the request of the countries in the region. The Observatory's primary objective is to support the countries of the region in strengthening their planning and public management processes, as well as to contribute to linking these processes to the 2030 Agenda for Sustainable Development, in accordance with national and subnational realities and priorities. This forum offers information regarding the national public planning systems of the 33 countries in the region as well as other types of information of interest about public planning, policy implementation, follow-up processes public policy evaluation. As a space for the exchange of information and knowledge, the Observatory aims to promote synergies and foster coordination in capacity-building in the region.

The Regional Observatory on Planning for Development in Latin America and the Caribbean has become one of the most visited ECLAC observatories, with close to 2 million visits registered during the period covered by this report.



During the period covered by this report, content on the subject of public investment and the website of the Latin American and Caribbean Network of National Public Investment Systems (SNIP Network) in the Observatory was translated into English in order to expand its use in English-speaking countries. The content includes analyses and graphs of the national public investment systems of 16 countries in the region that are members of the SNIP Network. The analysis shows which countries have public investment plans and project banks, and how many of these are open to the public; what is the normative instrument of the public investment system used, and lastly, its institutional framework. Two planning notes for development, which offer a more in-depth analysis of various topics, were also published:

Nota de Planificación, N° 12 (3 June 2021) "Las sinergias entre el gobierno abierto y el Acuerdo de Escazú". On the occasion of the entry into force on 22 April 2021 of the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement), the note examines the relationship between the Agreement and open government, a new paradigm of public management that is already a key concept in public affairs in the countries of the region. The note highlights the unique synergies between open government and the implementation of the Escazú Agreement.

Nota de Planificación, N°13 (26 August 2021) "Academia abierta: tendencias regionales de la participación de la academia en los procesos de construcción de políticas de gobierno abierto". A detailed study of the participation of academia in the national planning and co-creation processes of open government policies in the countries of the region, this note seeks to demonstrate that the academic sector is capable of playing a key role in adding value to open government strategies and policies in the region.



In line with ongoing efforts to incorporate new development-related topics, during the second half of 2021 and first half of 2022, a study on mobility for sustainability was included in the work of the Observatory. The resulting analytical product consists of a compilation and analysis of urban mobility plans from a range of cities in Latin American and Caribbean countries from different perspectives, including modal prioritization, modes of incorporation of electromobility, gender-related factors and coordination with other planning instruments —particularly national development plans and land use and urban development plans. A repository of mobility plans and results of the study are available on the website.

Likewise, in 2021, in the framework of ongoing analysis of convergence between the 2030 Agenda and national development agendas, the Observatory studied the integration of Sustainable Development Goal 11 —Make cities and human settlements inclusive, safe, resilient and sustainable— in the priorities, objectives and targets of national development plans. The in-depth analysis of national plans using the specific approaches defined in different Goal 11 targets identified trends in: (i) the promotion of inclusive territories; (ii) the planification of urban-rural dynamics for sustainability; (iii) the incorporation of the Sendai Framework for Disaster Risk Reduction in development plans and, (iv) green finance strategies. Audiovisual information resources based on the results of the study is available on the website.

The Network of National Public Investment Systems in Latin America and the Caribbean (SNIP) was created in 2010 to help improve the management of public investment in member countries, through the exchange of experiences, documents and information on project evaluation and management, information systems and training, among other topics. In conjunction with the Inter-American Development Bank (IDB) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), ILPES provides technical secretariat services to the Network. As part of the Network's activities, a webinar was held in August 2021 (more information below).

In August 2021, the ILPES Planning Network for Development in Latin America and the Caribbean, with the support of the Spanish Agency for International Development Cooperation (AECID), launched an electronic publication called *Apuntes*, the first issue of which focused on foresight and the COVID-19 pandemic. The Network also launched its first newsletter in September 2021. Also during this reporting period, the Network held its usual discussion forums and webinars, which addressed the topics of citizen participation in institutional management (via a discussion forum from 2 August to 30 September 2021 and a presentation of results at a virtual meeting held in October 2021) and the Sustainable Development Goals in intermediate cities in Latin America and the Caribbean (results were presented at an event on 2 December 2021). The Network currently has 3,220 members.



The **Community of Practice on voluntary national reviews in Latin America and the Caribbean**, of which ILPES is a member, includes government officials, professionals, researchers and technical experts, as well as representatives of ECLAC and the rest of the United Nations system, and also invites representatives of civil society, the private sector and academia. The Community of Practice meets on a monthly basis. At the meeting on 18 May 2022, ILPES presented its methodology for the territorialization of the Sustainable Development Goals and country initiatives. In addition, in the

framework of the fifth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, a regional workshop was held for countries in the region that are presenting their voluntary national reviews in 2022 (Argentina, Dominica, El Salvador, Grenada, Jamaica, Saint Kitts and Nevis, Suriname and Uruguay) (7 March 2022).

The **PlanBarometer** is an analytical tool designed by ILPES to characterize and evaluate development instruments, processes and planning systems, based on a set of criteria to guide improvements to plans, processes and systems.² As discussed below, as part of the mid-term evaluation of the Plan Estatal de Desarrollo Guanajuato 2040, the PlanBarometer tool is being used to assess and organize information in order to guide improvements to the Plan.

5. Advisory services

Bolivia (Plurinational State of)

Ministry of Development Planning. As part of this technical assistance, ILPES conducted a Territorial Strategic Planning and the 2030 Agenda course from 18 April to 27 May 2022 together with the United Nations Development Programme office in the Plurinational State of Bolivia as an academic partner. The course programme aimed to deepen knowledge of the planning system as a key tool in the integration and implementation of the 2030 Agenda in public policy, and to train, with a systemic approach to the territory, innovative professionals capable of promoting participatory planning processes and forums for cooperation, as well as leading the coordination of different stakeholders in the territory. Participants analysed and reflected on the instruments already developed in the case of the Plurinational State of Bolivia, such as the Comprehensive State Planning System and the Economic and Social Development Plan 2021–2025.

Chile

Office of the Minister-Secretary General of the Presidency. In April 2015, a partnership agreement was signed with the Office of the Minister-Secretary General of the Presidency of Chile to develop a series of teaching activities, technical assistance, and awareness-raising activities in the area of open government on the entry of Chile into the Open Government Partnership (OGP). In addition, on 31 July 2017, Resolution No. 852 officially established a multi-stakeholder forum for the co-creation of national open government action plans called the Open Government Working Group. In this framework, ILPES/ECLAC is an observer in the Mesa de Gobierno Abierto and provides support in action plan co-creation processes, training and technical assistance. A first course on open government was delivered and a second session is scheduled in July 2022 to train an additional 65 officials from the public sector, civil society and academia in Chile. An awareness-raising and self-assessment workshop is also planned for those implementing the country's fifth Open Government Action Plan (2020–2022).

Municipality of Peñalolén. The Municipality of Peñalolén was the first local authority in Chile to join the Open Government Partnership (OGP). ILPES/ECLAC acted as an observer in the co-creation of the first open government action plan, which launched on 14 December 2021. In addition, over the course of 2022, technical assistance activities are being planned to reinforce and consolidate its commitment to open government.

² 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 achieving the SDGs by enabling the identification of 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 Science, Innovation, Technology and Telecommunications. Since August 2019, ILPES has provided technical support to the Ministry in the areas of 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 National Agency for Digital Government was created by Legislative Decree No. 9943, record 21.18029 in September of 2021, establishing the country's interoperability architecture and how the 15 institutions and technological applications will interoperate and interact with all the other information systems in place. The required interoperability projects to be implemented will be defined, which will require transparent interaction with existing institutions and systems, using pre-established standards and forms of communication.

Ministry of National Planning and Economic Policy. Work with the Ministry began in the second half of 2019 in the framework of support for the design of the Regional Development Act of Costa Rica. Documents were drafted to systematize the experience and identify which fundamental components should be included in the development of national public policy on regional development. As such, the steps taken by Costa Rica to develop a regulatory framework, along with the challenges ahead for the country, were used as the basis to design and implement a regional development policy. The documents also drew on the experience, progress, setbacks and future challenges of the European Union in regional development policy, as well as the experience of other countries in Latin America and the Caribbean, demonstrating that there are multiple ways to design regional development policies and that variants will depend on the context, institutional history, political will, stakeholders and on the long-term objective.

Dominican Republic

Ministry of Economy, Planning and Development. At the request of the Dominican Republic, ILPES provided technical assistance in the form of a training course, designed to meet the country's specific needs in the area of results-based management and budgeting, attended by 60 ministry officials. Some 180 officials were also trained in courses on planning and on the 2030 Agenda, territorial gender mainstreaming and on logical frameworks for the formulation of development projects.

Ecuador

National Office of the Secretary for Public Administration of the Office of the President of the Republic. This technical assistance is aimed at supporting the National Office of the Secretary for Government Management of the President of the Republic of Ecuador in building awareness among public officials and other parties in society about open government issues, with a view to the co-creation of a second national action plan.

Guatemala

Secretariat for Planning and Programming of the Office of the President (SEGEPLAN). This technical assistance consists of the technical review and validation of methodologies used to assess government and ministry management and performance, both of which include measurement indexes. To this

end, an assessment was made of the regulations, government plans and other documents that define the areas of performance of the indexes. The formulation of each indicator in the indexes will also be reviewed in detail. Based on the above, the weights used to create the index will be analysed using a matrix of comparisons between areas and between indicators. The methodology and application of the resulting standardization will also be reviewed, together with performance reports, which will be analysed in terms of their relevance for decision-making, whether sufficient information is included, the local context and the current situation.

Mexico

National Council for the Evaluation of Social Development Policy (CONEVAL). In the framework of the agreement between ECLAC and CONEVAL to strengthen the social programme monitoring system, during the period covered by this report, 23 technical assistance exercises were conducted for 23 federal social programmes to jointly review the performance indicator matrices used for programme monitoring. The indicator matrices of all 129 federal social programmes were also evaluated in order to improve the indicators used for follow-up and monitoring. Eight workshops were also organized during the period under review.³

Government of the State of Guanajuato. Within the framework of the agreement between ILPES and the Institute of Planning, Statistics and Geography of the State of Guanajuato (IPLANEG), ILPES provided two-fold technical assistance: (i) the evaluation of 17 public programmes of the State of Guanajuato for their 2021 assessment process and (ii) an analysis of the assessment system of the State of Guanajuato, aimed at strengthening it through a process that provides feedback on its design, management, operation and results. The final reports were delivered in December 2021 and January 2022. The results of the Guanajuato State Evaluation System review were presented on 22 March 2022 at the first special session of the strategic evaluation council (CEE).

In May 2022, a new phase of technical assistance was launched to provide input for the updating of the Guanajuato State development plan 2040, “building the future”, based on the review of this plan’s design and the achievement of the objectives set following its implementation over the last four years (2018–2022). The PlanBarometer tool is being used for this purpose. Along with other activities, the assessment includes an analysis of the quality of planning instruments in terms of the institutional framework, design, implementation, results and international commitments; a review of the plan’s legal, regulatory and methodological frameworks; analysis of the levels of development of state planning (plan, processes and system); the review, consistency and applicability of the strategic objectives, lines of action and the portfolio of initiatives of the State development plan. It also involves the analysis of the results based on indicators and other measurements and whether they have been met to achieve objectives; analysis of the degree of mainstreaming in planning instruments and public management generated by the State’s vision of development; analysis of the logic and coherence of the plan’s design, and consistency between its design and its applicability in state public policies; the identification and evaluation of the participatory processes used to design the plan; the review of transparency initiatives and the availability of information and data in formats accessible to the community, and the identification and review of the follow-up, monitoring and evaluation system of the plan as a key instrument for continuous improvement.

³ Curso Metodología de marco lógico para funcionarios federales (virtual, September 2021); Curso Construcción de indicadores para funcionarios federales (virtual, September 2021); Curso Construcción de indicadores para funcionarios federales (May 2022); Curso sobre enfoque de resultados (virtual, September 2021); Curso sobre enfoque de resultados (virtual, October 2021); Curso estatal de herramientas de monitoreo (virtual, December 2021, State of Michoacán); Curso estatal de herramientas de monitoreo (virtual, December 2021, State of Morelos), and Curso estatal de herramientas de monitoreo (virtual, December 2021, State of Oaxaca).

Panama

Ministry of Economy and Finance. The Ministry of Economy and Finance requested technical assistance from ILPES to carry out activities related to the programme to strengthen planning for the mainstreaming and territorialization of the Sustainable Development Goals in Panama's public policies. Launched in 2019 for a period of three years, this programme was extended to 2022 due to the pandemic.

Under this agreement, during the period covered by this report, six virtual courses were held (in both synchronous and asynchronous mode), both for the Investment Programming Directorate and the Territorial Development Directorate of the Ministry.

ILPES also provided Ministry officials with a series of resources, documents, articles and support material to enhance their training and knowledge.

New training courses will be held between May and December 2022 on the results-based approach, public investment, planning and foresight.

Since June 2022, assistance has been provided to the Territorial Development Directorate in the creation of a national territorial development strategy.

Paraguay

Technical Planning Secretariat for Economic and Social Development. Between July 2021 and May 2022, ILPES provided technical assistance to the Technical Planning Secretariat to build capacities for the implementation of the National Development Plan Paraguay 2030. Activities were based on three thematic axes: territorialization of the Plan and the Sustainable Development Goals, alignment of the Plan with the 2030 Agenda, and mainstreaming of the Plan in the planning system. The technical assistance provided during the period covered by this report included a workshop and a variety of activities, including the following:

- Methodological support for the alignment of the National Development Plan Paraguay 2030 with the United Nations 2030 Agenda. The results of this exercise were presented at the launch of the updated Plan on 9 November 2021, in the presence of high-level officials from the Technical Planning Secretariat for Economic and Social Development and ILPES.
- Analysis of territorial inequalities in Paraguay. This exercise, conducted in two departments in Paraguay with the potential for expansion to others, was based on methodology already established and approved by the Technical Planning Secretariat for Economic and Social Development. It aims to enrich the data available in the territorial information system for regional planning currently under development by the Technical Secretariat of Planning.
- National Development Plan and SDG territorialization. A joint virtual event, attended by more than 300 people, was held on 12 May 2022 to share with Paraguay's governors and local authorities the updated National Development Plan Paraguay 2030 and its alignment with the 2030 Agenda. Two videos were presented at the event which were prepared and widely distributed in the framework of the technical assistance provided for Paraguay's National Development Plan and its alignment with the 2030 Agenda. One of them is intended for the general public and the other for school-aged children. Both videos are available from the Regional Observatory on Planning for Development in Latin America and the Caribbean. See [online] <https://observatorioplanificacion.cepal.org/es/paises/paraguay>.

In addition, in March 2022, Paraguay's Technical Planning Secretariat, via its Open Government General Directorate, requested technical assistance from ILPES to raise awareness about open government among the country's public administration officials and civil society, in view of the challenges involved in the co-creation of the country's fifth Open Government Action Plan. In the framework of technical assistance, the virtual seminar, "Del Gobierno Abierto al Estado Abierto en Paraguay: Avances y Desafíos de Cara al Proceso de Cocreación del Quinto Plan de Acción 2022-2024", was held on 28 April 2022.



Uruguay

Uruguayan International Cooperation Agency (AUCI). AUCI requested technical assistance from ILPES to carry out a training programme on international cooperation in the territories with the goal of raising awareness among local stakeholders on the importance of planning territorial strategies and action in conjunction with current global agendas and the contribution of international cooperation. The course was held virtually from October to November 2021 for local government officials, national government representatives at the territorial level, civil society stakeholders, the private sector, academia and non-governmental organizations working in the region. The following topics were addressed: global agendas and their relevance in planning; the 2030 Agenda as a framework for planning and public policy processes; scope and methodologies of territorial planning, and how decentralized cooperation contributes to territorial development.

6. Courses and seminars

a) Courses

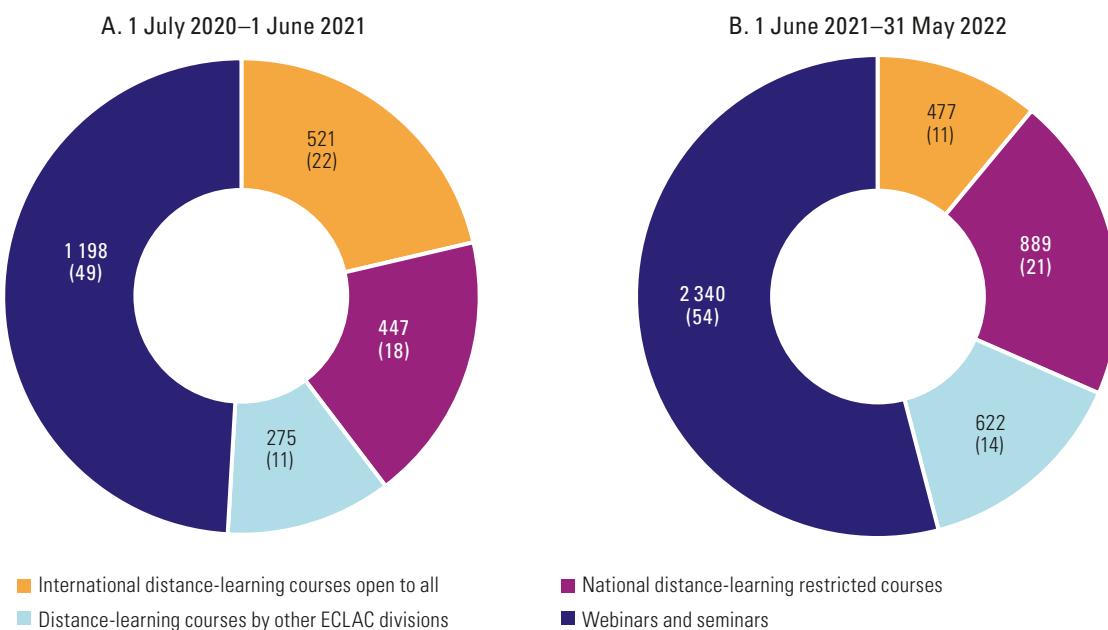
Between 1 June 2021 and 31 May 2022, ILPES organized a total of 13 international distance-learning courses open to all, 15 distance-learning courses requested by countries and restricted to a limited number of participants, 14 distance-learning courses by other ECLAC divisions and 10 webinars/seminars. A total of 4,328 people participated in these training sessions. In terms of gender balance, 53% of the participants were women.

Four types of courses were offered to participants: (i) international distance-learning courses open to all, (ii) national distance-learning restricted courses, (iii) distance-learning courses by other ECLAC divisions (delivered by other divisions, with ILPES support, on topics ranging from the operational use

of the platform to advise on the transformation of face-to-face courses into distance-learning courses and the production and editing of learning material), and (iv) webinars and seminars (carried out in the framework of technical assistance or meetings of experts, for example).

Fifty-four percent of the course participants attended webinars or seminars. These covered very specific topics, were free of charge, and generally lasted one day. These seminars were attended by 2,340 people during the reporting period. This trend is consistent with the year-earlier period, with 49% of participants attending this type of event (see figure 1).

Figure 1
Total participants in ILPES courses, by type of course
(Number of persons and percentages)



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

However, total enrolment in seminars or workshops increased significantly between 2020–2021 and 2021–2022, from 1,198 to 2,340 participants (an increase of 49%). This demonstrates the potential of online modalities as a means of disseminating content for the topics and formats offered for the webinars and seminars.

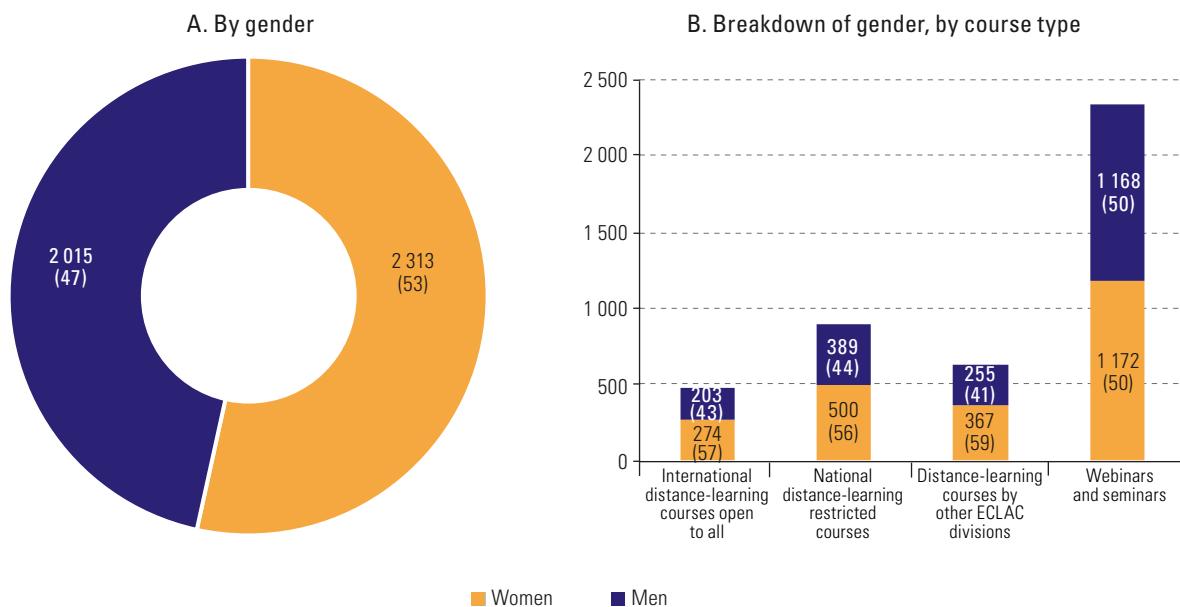
The types of courses offered have changed significantly compared to the previous period. The number of national courses restricted to a limited number of participants provided at countries' request increased significantly, from 11% of the courses offer to 21%. In one year, the total number of government officials from the region trained by ILPES in the framework of technical assistance almost tripled, from 447 to 889 people.

While the number of participants in international courses open to all as a percentage of the total decreased from 22% to 11%, the number of people trained remained steady (521 and 477, respectively).

A trend consistent with the previous period is observed in terms of the gender of participants in the different types of courses, with women accounting for 53% of ILPES course attendees (see figure 2).

Figure 2

Participation in the courses of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), 1 June 2021–31 May 2022
(Number of persons and percentages)



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

An analysis of the percentage of women participants per course type reveals some differences. While women greatly outnumber men in national restricted distance-learning courses, international distance-learning courses open to all, and courses offered by other divisions, they account for half of the participants in webinars and seminars. This could be because the topics studied in the webinars/seminars during the period were more likely to be of interest to men than other courses. Most of the seminars/workshops during the period dealt with open government and digital government (six out of nine).

Lastly, the annexes include a detailed list of courses, course hours, and the number of women and men participating in courses offered by ILPES, by course type.

b) Webinars and seminars

Network of National Public Investment Systems (SNIP Network)

As part of SNIP Network activities, in August 2021, a webinar called **Methodological Options for the Inclusion of the Social Price of Carbon in National Public Investment Systems in Latin America and the Caribbean** was held. At the meeting, attended by experts from 13 Latin American countries, as well as representatives from Belgium, Germany and the United States, methodological options for estimating the social price of carbon were presented, together with project assessment simulations, with the aim of discussing how to incorporate the carbon footprint system into the different initiatives in the project portfolio and thus contribute to environmental sustainability by reducing emissions and the effects of climate change. A workplan was presented to make further progress on the social carbon

pricing initiative with the SNIP Network. Countries submitted expressions of interest to participate in this initiative, led by the Sustainable Development and Human Settlements Division of ECLAC, with financing from the EUROCLIMA+ programme.

Regional Open Government Academic Network (RAGA)

Two webinars were held in the framework of activities carried out by ILPES with the regional Open Government Academic Network (RAGA):

Webinar: Enfoque de Derechos Humanos y Justicia Abierta: Facilitadores Judiciales, Lenguaje Claro y Rol de la Academia, organized by ILPES/ the regional Open Government Academic Network (RAGA) and the Center for the Study of State and Society (CEDES) (5 November 2021).

Webinar: Los Desafíos de los Avances hacia el Estado Abierto desde el Enfoque de Gobierno Abierto, organized by ILPES/ regional Open Government Academic Network (RAGA) and the Center for the Study of State and Society (CEDES) (11 November 2021).

Virtual meetings of the ILPES Planning Network

During the period covered by this report, two seminars/meetings of experts were held in the framework of the Network's activities. The first, already highlighted above, was a meeting of experts on citizen participation in institutional management (27 October 2021); the second, a webinar on the SDGs in local public agendas.



The webinar Relevando los ODS en Ciudades Intermedias de América Latina y el Caribe, was held on 2 December 2021 and was attended by 376 people (141 women). The results of the survey (conducted between October and November) on the state of SDG implementation at the local level in intermediate cities were presented, with a focus on 10 cases. In addition, ECLAC's territorial information portals were presented: CEPALSTAT, the Regional Knowledge Platform on the 2030 Agenda in Latin America and the Caribbean (SDG Gateway) and the Urban and Cities Platform for Latin America and the Caribbean.

Webinar: Lanzamiento del libro *10 años de colaboración CONEVAL-CEPAL en la instauración del Sistema de Monitoreo de la Política Social en México* (organized by ILPES and CONEVAL Mexico) (virtual, 13 December 2021)



On 13 December 2021, the Network launched the book *10 años de colaboración CONEVAL-CEPAL en la instauración del Sistema de Monitoreo de la Política Social en México*, a document that summarizes the activities and achievements made possible by an agreement of more than a decade between ILPES and CONEVAL. The objective of this agreement has been to strengthen the monitoring system of social programmes, in order to ensure the incorporation of a results-oriented approach into public spending on benefits granted to the most vulnerable sectors. The event was attended by officials from both institutions and a panel of international experts from Brazil, Chile and Mexico. Participants discussed the importance of monitoring and assessment in building more robust and resilient institutions.

Side event: "Gobierno abierto y democracia ambiental: una oportunidad para la cooperación", organized by ILPES, Universidad Hemisferios and the Open Government Partnership (OGP) in the framework of the first meeting of the Conference of the Parties to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (virtual, 19 April 2022)

In the framework of the first meeting of the Conference of the Parties to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean, ILPES, the Open Government Partnership (OGP) and Universidad Hemisferios organized the side event "Open government and environmental democracy: an opportunity for cooperation" as a forum in which environmental and open government experts could discuss strategies and opportunities for cooperation to make further progress on the implementation of the Escazú Agreement from the perspective of open government. See [online] <https://acuerdodeescazu.cepal.org/cop1/en/sideevents>.



Gobierno Abierto y **Democracia Ambiental:** una oportunidad para la cooperación



As on other occasions, ILPES also participated in the Feria de Gobierno Abierto 2022, organized by the Office of the Minister-Secretary General of the Presidency of Chile and the Mesa de Gobierno Abierto, of which ILPES is a member (Santiago, 19 May 2022, in-person).

7. Technical cooperation projects

The Spanish Agency for International Development Cooperation (AECID), under its cooperation programme with ECLAC, works with ILPES to assist in developing proposals for the public policies needed by the region to respond to multiple crises and a slowly developing disaster, in line with the cross-sectoral, multi-temporal, multi-level and multi-stakeholder planning challenges identified by ILPES. It also contributes to the creation of a toolkit containing the following instruments: a general methodology for the design of innovative and resilient public policies in line with the planning challenges identified by ILPES; mechanisms for the territorialization of these policies; tools to promote citizen participation in the design and implementation of policies, and mechanisms to incorporate cross-cutting approaches into policies. Finally, AECID supports two strategic products for the dissemination of applied research and knowledge: the Regional Observatory on Planning for Development in Latin America and the Caribbean and the Planning Network for Development in Latin America and the Caribbean, as a peer-to-peer learning community in partnership.

The Republic of Korea, in the framework of its cooperation programme with ECLAC (October 2021–December 2022), works with ILPES to help enhance open government and digital government in Latin America and the Caribbean, as well as to exchange experiences. The objective of this cooperation programme is to support the efforts of countries in the region to provide effective, accountable and inclusive digital services for all, and to bridge the digital divide by developing an open government strategy, taking into account good practices from the Republic of Korea and lessons learned that could be replicated or adapted to conditions in the region, increasing the resilience of open government services and promoting further progress on participation, transparency and access to open data. The activities agreed under this cooperation programme are focused on three areas: (i) the conduct of research on issues related to open government and the interoperability of digital government services,

and support for Latin American and Caribbean countries in the development of open government strategies; (ii) promotion of the exchange of knowledge and practices between the Republic of Korea and Latin America and the Caribbean to enable countries in the region to make even more progress on government strategy and digital government (including issues such as open government policies at the national and subnational levels for data transfer, access to open public information on things like public finances and evaluation systems, as well as the promotion of transparency and accountability), and (iii) strengthening of the open and digital capacities of public officials and citizens in Latin America and the Caribbean through seminars and workshops.

Likewise, German Cooperation supports ILPES in the framework of the project “Inclusive, sustainable and smart cities in the framework of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean” carried out by ECLAC in partnership with GIZ, on the basis of which a foresight methodology for sustainable mobility was developed and adapted into a distance-learning course and a toolbox for the design of sustainable mobility scenarios. In addition, the mobility plans identified in the region were incorporated into the Regional Observatory on Planning for Development of Latin America and the Caribbean, along with information on their linkages with other existing planning instruments in the cities and territories analysed.

ILPES is supported by the United Nations Development Account in the project “Resilient and inclusive public management systems for sustainable development in Latin America and the Caribbean”, which aims to improve the capacities of the government institutions of national planning systems of ECLAC countries for the development of plans, policies and strategies for a resilient and sustainable post-COVID-19 recovery at the national and subnational levels, in line with the Sustainable Development Goals (SDGs). The project will run for a period of three and a half years, from January 2022 to June 2025. The project's activities are based on three axes: (i) strengthening of the technical capacities of public institutions to incorporate future development planning into public management systems; (ii) joint action between government authorities and citizens to co-design and implement cross-sectoral and multi-level investment plans, policies and programs for inclusive and sustainable development, and (iii) strengthening national and local capacities to design, implement and evaluate inclusive digital government strategies and open government plans.

8. Reflections on achievements and outcomes

The eighteenth meeting of the Regional Council for Planning, held on 19–21 October 2021, highlighted the importance of having more resilient institutions, with improved capacities to work in complex, highly uncertain contexts and to anticipate, prepare for and respond to crises, as well as to build projects with broad stakeholder participation. Emphasis was placed on the need for progress on a recovery based on sustainable development, the environment and gender equality, as set out in the 2030 Agenda for Sustainable Development and other international and regional agreements to which the countries of the region are party. The meeting addressed the importance of transparency and inclusiveness in public policies and medium- and long-term development plans, and of contributing to creating an environment of trust within the framework of the opportunities inherent in digital government. The countries also highlighted the importance of monitoring and evaluation systems to observe progress towards achievement of the objectives and the need to continue building capacity in foresight, with an alignment between the plan, the budget and investment, and results-based management.

As can be seen in the report, despite the economic and other restrictions imposed by the COVID-19 pandemic, ILPES was able to comply with its programme of work and with the mandates issued by the eighteenth meeting of the Regional Council for Planning in each of the working modalities.

In the area of applied research, six documents were published during the period, addressing the capacities needed to build resilient institutions, topics related to open government and digital governance, as well as the monitoring and evaluation of social programmes to gauge the lessons and recommendations resulting from the technical assistance and work of ILPES in support of country actions, both at the national and subnational levels.

In the area of technical cooperation, despite the travel restrictions in place between countries, ILPES provided more technical cooperation services to countries in the region during this period than the previous one. Technical assistance covered domains such as institutional capacity-building to address the various challenges of planning, support for the development of initiatives related to territorial planning, digital governance, open government, methodology review and programme assessment, and the strengthening of planning and territorialization systems.

During the period covered by this report, training opportunities offered by ILPES increased significantly, reaching a total of 4,328 participants, 53% of whom were women. This figure is almost double that of the previous period. While the types of courses offered during the previous period changed, the total number of people trained in international courses open to all remained steady, and the number of people who attended national distance-learning restricted courses within the framework of technical assistance increased significantly, as did participation in seminars and workshops.

During the period covered by this report, efforts focused primarily on the development of national distance-learning restricted courses in the framework of technical assistance.

In the resolutions adopted at the eighteenth meeting of the Regional Council for Planning held in Montevideo on August 29 and 30, 2019, and by virtue of the critical level of resources reached by the Regular System of Government Financing, member States were requested to take the necessary measures to make and regularize their contributions, and ECLAC was asked 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. This commitment needs to be reiterated and reconsidered in coordination with member States, because income continues to decline, hindering the functioning and operation of ILPES. ECLAC, in compliance with the mandates issued by the meeting held in Montevideo, contributed resources from its regular budget to implement the ILPES workplan, without which it would not have been possible to carry out the mandated activities. In addition to this, the fundamental support of donors has made it possible to expand applied research on the new issues raised by the countries at meetings of the Regional Council for Planning, support the countries through technical assistance, and expand training opportunities for new generations of public officials and other key development stakeholders.

An important challenge to address throughout 2022 is the transition between virtually led activities and the increasing demand of countries for face-to-face interaction in capacity-building activities. This requires further discussion, since the team responsible for distance-learning courses and virtual technical assistance is the same that travels to the countries, making it impossible to operate in both formats simultaneously. The effects identified could hinder the ability of ILPES to respond to requests for technical assistance, training and delivery of scheduled analytical products. A transitional period

will be necessary to accompany the team in a smooth transition to in-person operations that will enable it to process the requests of all the countries as needed and comply with the programme of work and assignments of the Regional Council for Planning.

With only eight years left to achieve the goals of the 2030 Agenda for Sustainable Development, and as recognized by the countries at the fifth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development (7–9 March 2022), State intervention must be improved in order to build the trust that enables effective progress towards a transformative recovery that is science-based, sustainable, green and blue, inclusive, just, innovative and resilient. This requires policy coherence and the guarantee that policies will link up in the short-, medium- and long term, will be multiscale and multilevel in reach, will encompass the social, economic and environmental sectors, and will bring together public, private and civil society stakeholders. ILPES thus plays an essential role in building the capacities needed to implement the 2030 Agenda for Sustainable Development.



Annex A1

Table A1.1

National distance-learning courses restricted to a limited number of participants, 1 June 2021 to 31 May 2022

Course name	Date	Location	Country	Hours of training	Participants		
					Women	Men	Total
Logical Framework for the Formulation of Development Projects	31 May–19 July 2021	Panama	Panama	80	13	15	28
National Territorial Development Policies	14 June–23 July 2021	Panama	Panama	60	19	15	34
Territorial management and planning	19 July–29 August 2021	Argentina	Argentina	60	16	10	26
Planificación Estratégica Institucional y Gestión por Resultados	26 July–9 August 2021	Paraguay	Paraguay	28	14	13	27
Public Management Performance Indicators	23 August–20 September 2021	Panama	Panama	40	16	13	29
Métodos de Análisis para el Desarrollo Territorial	13 September–21 October 2021	Panama	Panama	60	22	14	36
Formulación de Proyectos de Seguridad Vial	4 October–26 November 2021	Argentina	Argentina	80	10	11	21
Formulation and Evaluation of Public Investment Projects	1 October 2021–30 January 2022	Panama	Panama	102	21	13	34
Cooperación Internacional en los Territorios	14 October–25 November 2021	Uruguay	Uruguay	12	72	30	102
Planning and territorialization of the 2030 Agenda	8 November–17 December 2021	Panama	Panama	60	22	13	35
Gestión por Resultados y Presupuesto	9–19 November 2021	Dominican Republic	Dominican Republic	36	42	18	60
Cursos dirigidos a funcionarios de CONEVAL sobre temas de marco lógico, evaluación y gestión por resultados	January to December 2021	Mexico	Mexico	180	158	144	302
Introduction to the Principles of Open Government for the Formulation of Initiatives within the Framework of the 2030 Agenda for Sustainable Development	4–25 January 2022	Chile	Chile	12	12	8	20
Introduction to the Principles of Open Government for the Formulation of Initiatives within the Framework of the 2030 Agenda for Sustainable Development	13 April–11 May 2022	Ecuador	Ecuador	20	35	25	60
Strategic Planning for Territorial Development and the 2030 Agenda for Sustainable Development	18 April–27 May 2022	Bolivia (Plurinational State of)	Bolivia (Plurinational State of)	60	28	47	75
Subtotal					500	389	889

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

Table A1.2
Webinars and seminars, 1 June 2021–31 May 2022

Name of activity	Date	Location	Country	Hours of training	Participants		
					Women	Men	Total
Webinar: Methodological Options for the Inclusion of the Social Price of Carbon in National Public Investment Systems in Latin America and the Caribbean, organized by ILPES and the Inter-American Development Bank with the support of the Deutsche Gesellschaft Fur Internationale Zusammenarbeit (GIZ) in its capacity as technical secretariat of the Network of National Public Investment Systems (SNIP)	19 August 2021				23	48	71
Webinar Participación Ciudadana en la Gestión Institucional Pública	27 October 2021				281	298	579
Webinar Enfoque de Derechos Humanos y Justicia Abierta: Facilitadores Judiciales, Lenguaje Claro y Rol de la Academia	5 November 2021				125	79	204
Los Desafíos de los Avances hacia el Estado Abierto desde el Enfoque de Gobierno Abierto	11 November 2021				110	76	186
Webinar Relevando los ODS en Ciudades Intermedias de América Latina y el Caribe, organized by ILPES and the Planning Network	2 December 2021				141	235	376
Webinar: lanzamiento del libro “10 años de colaboración CONEVAL-CEPAL en la instauración del Sistema de Monitoreo de la Política Social en México”, organized by ILPES and CONEVAL Mexico	27 December 2021				38	57	95
Webinar: The Role of Digital Government in the Implementation of the 2030 Agenda for Sustainable Development	30 March 2022				74	26	100
Side event “Open Government and Environmental Democracy: An Opportunity for Cooperation”, organized by ILPES, Universidad Hemisferios and the Open Government Partnership (OGP), in the framework of the First Meeting of the Conference of the Parties to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean	19 April 2022				178	180	358
Webinar Del Gobierno Abierto al Estado Abierto en Paraguay: Avances y Desafíos de Cara al Proceso de Cocreación del Quinto Plan de Acción 2022–2024	28 April 2022				202	169	371
Feria de Gobierno Abierto 2022, organized by the Office of the Minister-Secretary General of Presidency of Chile and the Mesa de Gobierno Abierto, of which ILPES is a member ^a	19 May 2022						
Subtotal					1 172	1 168	2 340

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

^a No record of participants.

Table A1.3

International distance-learning courses open to all, 1 June 2021–31 May 2022

Name of course	Date	Location	Country	Hours of training	Participants		
					Women	Men	Total
Territorial Strategic Planning and the 2030 Agenda	3 May–11 June 2021	Delivered remotely from Santiago	Chile	60	22	18	40
Logical Framework for the Formulation of Development Projects	31 May–19 July 2021	Delivered remotely from Santiago	Chile	80	26	21	47
Public leadership for Inclusive Cities	14 June–16 July 2021	Delivered remotely from Santiago	Chile	40	14	6	20
Mainstreaming the Gender Perspective in the Territory	12 July–20 August 2021	Delivered remotely from Santiago	Chile	60	37	4	41
National Territorial Development Policies	26 July–3 September 2021	Delivered remotely from Santiago	Chile	60	11	13	24
Formulation and Evaluation of Public Investment Projects	2 August–8 October 2021	Delivered remotely from Santiago	Chile	102	13	23	36
Foresight for Development and the SDGs of the 2030 Agenda	16 August–8 October 2021	Delivered remotely from Santiago	Chile	80	12	18	30
Evaluación Multicriterio en la Inversión Pública	2–30 November 2021	Delivered remotely from Santiago	Chile	40	14	18	32
Estado Abierto en América Latina y el Caribe: principios, mecanismos y políticas para el fortalecimiento de la gestión pública	10 November–8 December 2021	Delivered remotely from Santiago	Chile	40	19	12	31
National Territorial Development Policies	21 March–21 April 2022	Delivered remotely from Santiago	Chile	60	14	9	23
Public management performance indicators	4 April–30 April 2022	Delivered remotely from Santiago	Chile	40	30	32	62
Territorial Strategic Planning and the 2030 Agenda	5 April–13 May 2022	Delivered remotely from Santiago	Chile	60	53	26	79
Introducción al Ordenamiento Territorial	9 May–5 June 2022	Delivered remotely from Santiago	Chile	40	9	3	12
Subtotal					274	203	477

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

Table A1.4
Distance-learning courses by other ECLAC Divisions, 1 June 2021–31 May 2022

Name of course	Date	Location	Country	Hours of training	Participants		
					Women	Men	Total
Regional Specialization Course on Demographic Analysis for Sustainable Development (CREAD 2021)	21 June–16 December 2021			374	25	6	31
Disaggregation of Small Area Estimation in R	6 September–19 November 2021			80	7	5	12
Oportunidades y Retos para Mipymes en el e-Commerce Transfronterizo	13 September–22 October 2021			25	17	8	25
La Transformación Digital de las Pymes Exportadoras	1 November–5 December 2021			25	25	19	44
Introduction to Environmental Statistics	10 May–4 June 2021			20	47	30	77
Gender Statistics and Indicators	17 May–30 September 2021			30	41	0	41
Disaggregation of Small Area Estimation in R	7 June–August 2021			80	8	10	18
Disaggregation of Small Area Estimation in R	11 October–17 December 2021			80	8	5	13
Economía del Cuidado y Autonomía Económica de las Mujeres en América Latina y el Caribe	19 October–25 November 2021			30	15	0	15
Opportunities and Challenges for MSMEs in Caribbean Cross-border e-Commerce	8 November–10 December 2021			25	23	24	47
Oportunidades y Retos para Mipymes de América Latina en el e-Commerce Transfronterizo	14 February–18 March 2022			25	55	47	102
Curso de muestreo en encuestas de hogares con R	14 February–8 April 2022			60	19	22	41
Desarrollo de Capacidades Estratégicas sobre Políticas Públicas para el Fomento del Comercio Electrónico	18 April– 25 May 2022			30	54	52	106
Introduction to Environmental Statistics	24 January–13 February 2022			20	23	27	50
Subtotal					367	255	622

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

Annex A2

List of publications, 1 June 2021–31 May 2022

Institutional documents

Resilient institutions for a transformative post-pandemic recovery in Latin America and the Caribbean: inputs for discussion (LC/CRP.18/3), October 2021.

Project Documents

“Gobierno abierto y ciudadanía en el centro de la gestión pública: selección de artículos de investigación”, (LC/TS.2021/114), September 2021.

“Gobernanza digital e interoperabilidad gubernamental: una guía para su implementación” (LC/TS.2021/80), July 2021.

Public Management series

“Apertura y uso de datos para hacer frente al COVID-19 en América Latina”, No. 88 (LC/TS.2021/98), August 2021.
“Evaluación de programas públicos”, No. 87 (LC/TS.2021/31), April 2021.

Coeditions

10 años de colaboración CONEVAL-CEPAL en la instauración del Sistema de Monitoreo de la Política Social en México (LC/TS.2021/132), December 2021.

E C L A C

Economic Commission for Latin America and the Caribbean (ECLAC)
Comisión Económica para América Latina y el Caribe (CEPAL)
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