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Seventeenth meeting of the Regional Council for Planning
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**PROGRAMME OF WORK OF THE LATIN AMERICAN
AND CARIBBEAN INSTITUTE FOR ECONOMIC
AND SOCIAL PLANNING (ILPES), 2020**

Subprogramme 9: Planning and public management for development¹



¹ From the *Draft programme of work of the ECLAC system, 2020* (LC/SES.37/8), adopted at the thirty-seventh session of ECLAC (Havana, 2018).

SUBPROGRAMME 9: PLANNING AND PUBLIC MANAGEMENT FOR DEVELOPMENT

Presentation

In meeting the challenges posed by the Sustainable Development Goals, Latin America and the Caribbean have made significant gains over past decades; however, they continue to face structural challenges to their development. State leadership has been pivotal in reducing poverty and inequality, in increasing the quantity and quality of jobs and in reducing inflation to single-digit figures in most of the region's countries. The gaps in the region, however, are structural: low productivity and an infrastructure deficit, segregation and lags in the quality of health and education services, persistent gender gaps, inequalities affecting minorities and geographical territories, and impacts of climate change felt most heavily by the poorest sectors of society. The 2030 Agenda for Sustainable Development is the opportunity for Latin America and the Caribbean to focus on its long-term development goals, and this requires that States strengthen their tools for the formulation and implementation of public policies and work to build public confidence and legitimacy by ensuring the quality and efficiency of public spending and investment and by raising public accountability.

The institutional capacity of governments is forged through processes that reinforce governance systems and capacities in the public sector. Good public policies are complemented by, and require, strong public institutions. Planning is a management tool that supports the building of development agendas and policies, a process in which the region's democratic progress has been key. Planning in the twenty-first century is participatory, with the engagement of the public and private sectors, civil society organizations and academia, and it prioritizes comprehensive and sustainable development through medium- and long-term visions, with an emphasis on economic growth that does not jeopardize social progress and environmental sustainability. State-of-the-art planning also fosters quality public investment and strong linkages between development and sector-based plans and budgets. Gender mainstreaming and open government are both particularly important elements in planning and public management that help reduce structural gaps and enhance participation and accountability. Public institutions are also evolving: increased demand for accountability, within government and with civil society; efforts to improve the quality of public policies and to measure their impact; the inclusion of the territorial dimension in national and sector-level planning; and consideration of the future, all of which lends substance and meaning to public sector action.

Under this subprogramme, ECLAC supports the alignment of national development planning exercises and budgets with the 2030 Agenda for Sustainable Development, through capacity-building and institutional development and the application of strategic tools and methodologies. Because the 2030 Agenda calls for multidisciplinary efforts and a multisectoral approach, actions under the subprogramme will be executed in close coordination with the Commission's other substantive divisions, subregional headquarters and country offices, and with strategic stakeholders, including other United Nations entities. Under the subprogramme, ECLAC will strengthen specific skills and support the strengthening of public institutions at the national and subnational levels, through the use of new methodologies, instruments and conceptual frameworks, techniques of government and public management, and it will encourage cooperation, peer-to-peer learning, and the sharing of experiences and good practices in planning and public management. ECLAC currently holds a clear mandate from the countries of the region, which places equality as the core aspiration of, and pathway to, development and sustained growth. Achieving equality will require public policies that can break down the structural cycles that concentrate wealth and resources. The region's countries have geared their national agendas towards a strategy of structural changes in policy, society and the economy, in consideration of their ideological, political and economic specificities and the different stages of maturity and styles of their public policy systems.

Strategy

The aim of the subprogramme is to improve planning and public management processes in Latin American and Caribbean countries in order to advance the implementation of the 2030 Agenda for Sustainable Development, mainly by strengthening their capacities in this area, including both open government and gender sensitivity approaches, and by strengthening capacities, knowledge and exchanges of experiences through learning communities among key stakeholders in the region, including governments, in planning and public management for development.

The 2030 Agenda for Sustainable Development is the main framework of reference for the Commission's interventions regarding countries' development strategies and priorities and, as such, it shapes the work of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), 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 this end. The general objective of ILPES is to provide member countries with technical cooperation services and support in order to strengthen States' planning and public management systems and institutions in pursuit of sustainable and inclusive development.

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

Ad hoc expert group meetings

- (i) A meeting of experts to discuss foresight as a tool to develop a Latin American and Caribbean vision on planning for 2030.
- (ii) A meeting of experts on issues in planning and public management for development.
- (iii) A meeting of experts to discuss progress and challenges regarding public value, public management and open government policies in the region.

2. Non-recurrent publications

Four studies, including the preparation of technical material and handbooks, on topics related to: (a) planning for development systems and institutions (design, monitoring and evaluation of foresight exercises and the formulation of public policy agendas and plans); (b) public management systems and institutions (planning and programming in the public sector, public investment systems and budgets, monitoring and evaluation systems for public policies and programmes); (c) multiscale and territorial governance, planning and management for the 2030 Agenda in Latin America and the Caribbean; and (d) emerging issues in planning and public management for development, as well as priority issues pursuant to requests made by member countries.

3. Other substantive activities

Technical materials

- (i) Development, maintenance and updating of the Regional Observatory on Planning for Development in Latin America and the Caribbean virtual platform.
- (ii) Development, maintenance and updating of technical manuals and software applications to support training activities (in situ and e-learning), as well as databases on planning and public management for development in Latin America and the Caribbean.

Booklets, fact sheets, wall charts and information kits

Info-graphics, policy briefs and newsletters on planning and public management for development within the framework of the 2030 Agenda for Sustainable Development.

4. Advisory services

- (i) Provision of advisory services to countries in the region, upon request, on planning for development systems and institutions (design, monitoring and evaluation of foresight exercises and the formulation of public policy agendas and plans).
- (ii) Provision of technical cooperation services to countries in the region, upon request, in areas related to public management systems and institutions (planning and programming in the public sector, public investment systems and budgets, monitoring and evaluation systems for public policies and programmes).
- (iii) Provision of technical cooperation services to countries in the region, upon request, in areas related to multiscale and territorial governance, planning and management, in the context of the 2030 Agenda for Sustainable Development.
- (iv) Provision of advisory services to countries in the region, upon request, in emerging issues in planning and public management for development (e.g. mainstreaming gender through planning and public management for development, participatory planning and public management for development in the context of the 2030 Agenda for Sustainable Development, open government, the data revolution and e-government).

5. Training courses, seminars and workshops

Eight training courses (in situ and e-learning) on the following topics: (i) public management, budgets, evaluation and investment for a modern, efficient and open State; (ii) planning and foresight for development; (iii) multiscale and territorial governance, planning and management; (iv) emerging issues in planning and public management for development; and (v) priority issues to be defined with member countries.

6. Technical cooperation projects

During the year, it is expected that projects will be undertaken in the area of planning and public management for development, including plans and programmes to achieve the 2030 Agenda for Sustainable Development and the Sustainable Development Goals.

7. 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 issues and innovation strategies.
- (iv) Contributions to institutional documents prepared by ECLAC for presentation at the thirty-eighth session of the Commission, to be held in 2020.

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.

Logical frameworks and external factors of the subprogramme

<i>Objective of the Organization:</i> To improve planning and public management processes in the region to advance the implementation of the 2030 Agenda for Sustainable Development	
<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(a) Strengthened capacities of Latin American and Caribbean countries in planning and public management for development, including both open government and gender sensitivity approaches.	(i) Increased number of planning and public management systems in Latin America and the Caribbean in which contributions of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) are acknowledged by countries having benefited from technical assistance services provided by the subprogramme
	(ii) Increased number of participants who acknowledge having benefited from the training services provided by the subprogramme to develop more efficient, effective and transparent planning and public management systems
	(iii) Increased percentage of readers who acknowledge having benefited from the analysis and recommendations contained in publications prepared by the subprogramme to develop more efficient, effective and transparent planning and public management systems

<i>Objective of the Organization:</i> To improve planning and public management processes in the region to advance the implementation of the 2030 Agenda for Sustainable Development	
<i>Expected accomplishments of the Secretariat</i>	<i>Indicators of achievement</i>
(b) Strengthened capacities, knowledge and exchange of experiences through learning communities among key stakeholders, in the region, including Governments, in planning and public management for development	(i) Increased number of public agencies and other key stakeholder organizations that participate in seminars and networks supported by the subprogramme that acknowledge strengthened capacities and interchange of experiences in planning and public management for development. (ii) Increased percentage of participants in learning networks supported by the subprogramme who acknowledge having benefited from activities supported by the subprogramme, and having applied new or enhanced knowledge in planning and public management for development within their institutions' systems, structures and processes.

External factors

The objective and expected accomplishments of the subprogramme will be achievable based on the following assumptions:

(a) The international community and, in particular, the member countries of the Regional Council for Planning, will continue to afford priority to development planning and public management, at both the national and the subnational levels in the region, taking into account the guidelines established by the General Assembly and the Economic and Social Council, as well as the Sustainable Development Goals contained in the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Paris Agreement, and other agreements adopted at major world summits and conferences in the economic and social spheres; and

(b) The socioeconomic and institutional environment in the region remains stable or improves with no significant external shocks or disruptions which would affect the priorities of the programme of work.