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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, 27 and 28 November 2024

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REPORT ON THE ACTIVITIES CARRIED OUT BY THE LATIN AMERICAN AND
CARIBBEAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING (ILPES),
2023–2024



UNITED NATIONS

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Executive summary

The Latin American and Caribbean Institute for Economic and Social Planning (ILPES) of the Economic Commission for Latin America and the Caribbean (ECLAC), in accordance with the mandates issued by its governing body, the Regional Council for Planning of ILPES, and with the programmes of work of the ECLAC system for 2023 and 2024, submits the present report on its activities, covering the period from 1 June 2023 to 31 August 2024. The activities detailed in the report are in line with ECLAC 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.

That objective is pursued through the provision of technical assistance, training, applied research and management of networks for the exchange of technical and policy knowledge and experiences. To that end, during the reporting period, ILPES provided advisory services to 20 subnational institutions and governments in eight countries of the region and published 10 research reports. ILPES delivered technical assistance to the countries of the region, including through 19 courses and workshops with limited enrolment, 10 online and in-person seminars and 10 online, hybrid or in-person courses open to all, and brought together planning authorities from 22 of the countries of Latin America and the Caribbean within the framework of the Regional Council for Planning.

Moreover, the experience and knowledge generated by ILPES in the design and production of virtual training courses for adults maintained internal demand for capacity-building from other ECLAC divisions. Over the reporting period, ILPES supported the preparation of 10 distance-learning courses for other ECLAC divisions on a range of development topics.

ILPES continued to strengthen its main knowledge management and dissemination mechanisms: the Regional Observatory on Planning for Development in Latin America and the Caribbean and the Latin America and the Caribbean Development Planning Network. Two planning notes were published during the reporting period, one on foresight for development¹ and one on the management of public investment in the climate change scenario.² Two discussion forums, on public sector innovation and territorial resilience, were also organized within the framework of the Latin America and the Caribbean Development Planning Network. In addition, ILPES collaborated with communities of practice on topics relevant to its work, including the 2030 Agenda for Sustainable Development, open government, the Network of National Public Investment Systems in Latin America and the Caribbean (RedSNIP), foresight, and territorial development.

Moreover, the nineteenth meeting of the Regional Council for Planning of ILPES and the eighteenth Conference of Ministers and Heads of Planning of Latin America and the Caribbean were convened in Santo Domingo, where authorities and experts discussed and reflected on foresight, digital transformation for the State, open government, and comprehensive territorial development policies, among other topics. At the meeting, whose participants included representatives from 22 member States of ECLAC, the Office

¹ See [online] <https://observatorioplanificacion.cepal.org/es/nota/prospectiva-para-el-desarrollo-aportes-para-una-gobernanza-territorial-con-mirada-de-futuro>.

² See [online] <https://observatorioplanificacion.cepal.org/es/nota/la-gestion-de-la-inversion-publica-en-el-escenario-de-cambio-climatico>.

of the Resident Coordinator of the United Nations in the Dominican Republic and the United Nations system, as well as planning and public management experts from the region, ILPES presented the document *Foresight for Development: Contributions to Forward-looking Territorial Governance*.

Strategic partnerships with international donors provide critical support for ILPES in its effort to offer more responsive technical assistance and fulfil its mandate to improve planning and public management processes in the region for progress towards equitable and sustainable development. In conducting its activities over the reporting period, ILPES received support from the Spanish Agency for International Development Cooperation (AECID), the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Support was also received from the United Nations Development Account for the implementation of the project “Resilient and inclusive public management systems for sustainable development in Latin America and the Caribbean”.

In summary, ILPES satisfactorily completed its 2023 programme of work and is currently implementing its 2024 programme of work. Over the reporting period, ILPES also continued to strengthen and complement its three work modalities: training, applied research and technical assistance. This approach made it possible to gauge countries’ training needs and opportunities, foster and share specific experiences to shorten the learning curve in the region, scale up best practices and identify emerging issues of common interest.



Introduction

The present report has been prepared for the thirtieth meeting of the Presiding Officers of the Regional Council for Planning of ILPES, which will be held in Santiago on 27 and 28 November 2024.

It covers the activities carried out by ILPES from 1 June 2023 to 31 August 2024 in compliance with the programme of work of the ECLAC system, specifically subprogramme 9, Planning and public management for development, and of the mandates issuing from the nineteenth meeting of the Regional Council for Planning, which was held in Santo Domingo in November 2023.³

The objective of subprogramme 9 is to improve planning and public management processes in the region to advance towards equitable and sustainable development. Efforts in that regard aim to foster regional knowledge management, experience-sharing and broad participation in learning communities by representatives of governments and other stakeholders in the region.

At its nineteenth meeting, the Regional Council for Planning requested ILPES to continue its efforts to strengthen the planning and public management capacities of the countries of the region, with particular emphasis on the following aspects: (i) strengthening national planning systems, which includes foresight for development, strategic territorial planning, urban and rural territorial planning, monitoring and evaluation of policies and plans, linkages between planning, budgeting and public and private investment, open and digital government and collaborative public leadership; (ii) mainstreaming gender equality, risk management and disaster risk reduction and climate action approaches in the public management cycle; (iii) deepening and systematizing regional and extraregional experiences in planning and public management and building institutions that are more resilient to crises and uncertainties; (iv) 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, planning and public management systems; and (v) the sharing of knowledge and good practices regarding the use of instruments, methodologies and tools on planning and public management and collaboration in that regard.⁴

In order to achieve the goals of its programme of work and fulfil the mandates issued by the Regional Council for Planning, ILPES, in constant dialogue with countries, carries out activities in four areas: (i) applied research in planning and public management issues for the implementation of the 2030 Agenda in Latin America and the Caribbean; (ii) technical cooperation services for countries to support and strengthen institutional capacity-building in planning and management systems and processes; (iii) training for government officials and relevant stakeholders to build competencies, skills and capacity in the countries of Latin America and the Caribbean in the areas of planning and public

³ The period covered by this report begins on the cut-off date of the Report on the activities of ILPES presented at the nineteenth meeting of the Regional Council for Planning (held in Santo Domingo from 7 to 9 November, 2023) and continues until the date closest to that of the meeting at which it is submitted (thirtieth meeting of the Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)).

⁴ See resolution CRP/XIX/01, adopted at the nineteenth meeting of the Regional Council for Planning (7–9 November 2023).

management for development; and (iv) sharing of experiences and good practices among countries to build and strengthen learning networks and knowledge management resources, such as the Regional Observatory on Planning for Development in Latin America and the Caribbean and the Latin America and the Caribbean Development Planning Network.

The activities carried out and events held during the reporting period included the nineteenth meeting of the Regional Council for Planning; international meetings of experts; the preparation of publications on specific topics; the provision of technical assistance services to countries upon request; the delivery of both private and open enrolment courses; and the revitalization of networks of experts, such as RedSNIP, the Community of Practice on voluntary national reviews in Latin America and the Caribbean, and the Latin America and the Caribbean Development Planning Network.

The present report describes progress in activities related to research, publications, technical advisory services, training, cooperation projects, knowledge management resources, and events led by ILPES to foster the exchange of experiences in order to strengthen institutional and governance capacities in furtherance of productive, inclusive and sustainable development in the region.

A. Activities

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

1. Substantive servicing of meetings

(a) Intergovernmental meetings



The nineteenth meeting of the Regional Council for Planning of ILPES and the eighteenth Conference of Ministers and Heads of Planning of Latin America and the Caribbean were held in Santo Domingo, under the auspices of the Government of the Dominican Republic, from 7 to 9 November 2023. In attendance were representatives of the following member States of ECLAC: Argentina, Bahamas, Bolivarian Republic of Venezuela, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Peru, Saint Lucia and Uruguay. Also in attendance were representatives of the Resident Coordinator Office

in the Dominican Republic, the Pan American Health Organization, the United Nations Development Programme, the United Nations Office for Disaster Risk Reduction, the United Nations Population Fund, and experts from the region in the areas of public planning and management.

At the meeting, ILPES presented the document *Foresight for Development: Contributions to Forward-looking Territorial Governance*, which was recognized by the Regional Council for Planning for its usefulness in the development of a shared regional concept of foresight for development and its application in countries' public apparatus at all levels of the State.

At the nineteenth meeting of the Regional Council for Planning, countries recognized the importance of consistent and comprehensive public policy 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 requested ILPES to maintain the modalities of applied research, technical cooperation and training to promote multi-stakeholder, multi-temporal, cross-sectoral and multi-level integration in public policy design and implementation.

Countries also adopted the proposal by the Chair of the Presiding Officers to begin the negotiation of a regional agenda on governance of planning and public management for sustainable development in Latin America and the Caribbean, consisting of four areas: the dimension of the future in the framework of sustainable development, governance and resilient institutions, planning for comprehensive and coherent policies, and public value and a culture of continuous learning. The objective of the proposal was to establish a regional instrument for identifying progress and challenges relating to the institutional framework for and governance of planning and public management for sustainable development in the countries of the region.

Meanwhile, the eighteenth Conference of Ministers and Heads of Planning of Latin America and the Caribbean was organized around three thematic panels, in which authorities and experts discussed and reflected upon foresight as a tool for improving territorial governance, governance for digital transformation in the context of open government and national policies for territorial development. Two special events were also organized, entitled “Youth, leadership and the future of Latin America and the Caribbean” and “Transformative recovery from disasters: building back better from an equality perspective”.⁵

(b) Ad hoc expert group meetings

Twelfth seminar of RedSNIP. This seminar, held in Tegucigalpa on 30 July and 1 August 2024, was organized jointly by ILPES, the Ministry of Finance of Honduras, RedSNIP, the Inter-American Development Bank (IDB), GIZ and the Euroclima programme. Experiences were shared and initiatives to improve the management of public investment in areas such as follow-up and monitoring, linkages with budget management, and the inclusion of the gender perspective and climate change were announced. In 2024, the seminar included a practical workshop on prioritizing investments with climate change criteria in the context of the Regional Climate Change Platform of Economy and Finance Ministries of IDB.⁶

First International Congress on Open State and Governance. The Congress, organized by ILPES, the international Open Government Academic Network and the National University of Costa Rica, and held from 26 to 28 June 2024, aimed to bring together representatives of the academic sector, national and local governments, civil servants from various branches of government, civil society organizations, the private sector, and multilateral and cooperation bodies. They presented and discussed their research, results and thoughts on the open State and new governance models. The Congress also sought to foster multisectoral cooperation networks among academics, professionals from a variety of disciplines and

⁵ See [online] <https://crp-ilpes.cepal.org/19/en/programme>.

⁶ See [online] <https://www.cepal.org/es/eventos/xii-seminario-la-red-snip>.

other stakeholders, facilitating the sharing of ideas and generation of synergies related to the open State and governance in Ibero-American societies, from the perspective of inclusivity and sustainability. The second edition of the Recognition of Good Academic Practices in the Open State and the 2030 Agenda for Sustainable Development was held during the event. Applications for more than 70 initiatives were submitted and 17 were recognized, from various public bodies and research centres in Argentina, Chile, Colombia, Costa Rica, Ecuador, Spain, Mexico and the Plurinational State of Bolivia.⁷

International seminar on “Current challenges for inclusive and sustainable territorial development in Latin America and the Caribbean”. The seminar, organized by ILPES and held in Antigua, Guatemala, on 22 and 23 May 2024, sought to create a space for participants to collectively reflect on the recent and future challenges of achieving more balanced territorial development in the countries of the region and to identify critical strategies, plans and policies to address the issue. Over the two-day the seminar, national and subnational panels were held, presenting a variety of experiences from the region, as well as thematic discussion panels on territorial development.⁸

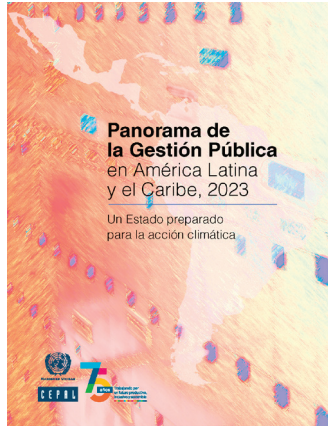
2. Recurrent publications



Position paper. *Foresight for Development: Contributions to Forward-looking Territorial Governance (LC/CRP.19/3)*, 2023. This document seeks to promote reflection on foresight for development and the importance of citizen deliberation in the ownership of future scenarios, on the basis of the different types of foresight exercises conducted by the countries of the region at different territorial levels, their characteristics and approaches, and the enabling conditions for and obstacles to their institutionalization in the State apparatus. As suggested in the publication, the cascading crises in the region and global volatility call for countries to strengthen planning processes and engage in anticipatory governance to define and model possible futures and respond to changes in the environment. The document also serves as a starting point in the identification of methodological pathways as flexible courses of action in exercises incorporating a collective vision of the future, the formulation of policies and programmes that offer new development opportunities, and the expansion of the institutionalization of foresight in the public apparatus.

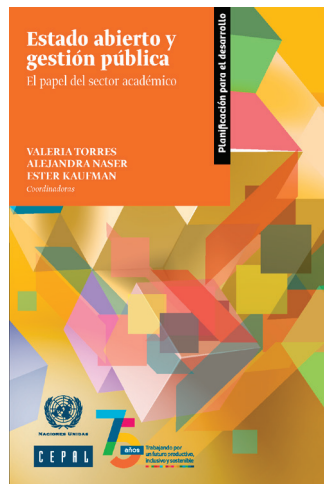
⁷ See [online] <https://www.cepal.org/es/eventos/i-congreso-internacional-estado-abierto-gobernanza>.

⁸ See [online] <https://www.cepal.org/es/notas/antigua-guatemala-se-llevo-cabo-seminario-internacional-desafios-actuales-un-desarrollo>.



Panorama de la Gestión Pública en América Latina y el Caribe, 2023: un Estado preparado para la acción climática (LC/PUB.2023/27-P), 2024. This publication systematizes and summarizes the key advances and challenges faced by the countries of the region in various areas of public management. Public management for sustainable development includes planning and the funding to support it, the production of public goods and services—including the public functions of regulating and directly providing public services—, incorporating into society the changes brought about by public initiatives (public benefit), and monitoring, evaluation and accountability. Adopting a public management perspective, this publication explores opportunities, progress and challenges in achieving a transformation that integrates climate action, which is understood as both efforts to mitigate the greenhouse gas emissions that cause global warming and action to strengthen resilience and adaptation to the physical impacts of climate change.⁹

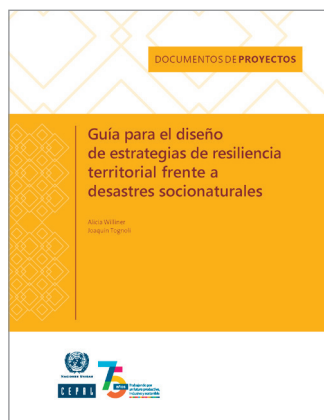
3. Non-recurrent publications



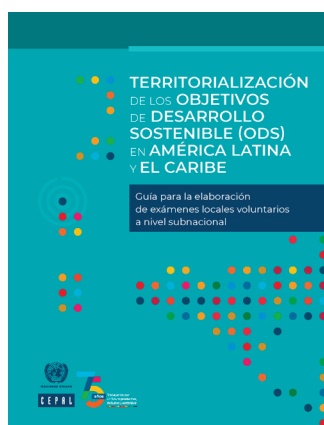
Estado abierto y gestión pública: el papel del sector académico, ECLAC Books, No. 163 (LC/PUB.2023/24-P), 2023. This publication focuses on the key role of the academic sector in the development of open and inclusive public policies. As stated in the document, in a future marked by climate change, the digital

⁹ See [online] <https://www.cepal.org/es/publicaciones/69075-panorama-la-gestion-publica-america-latina-caribe-2023-un-estado-preparado-la>.

transformation and uncertainty, and against the backdrop of declining citizen confidence in public institutions, the academic sector must strengthen its role in generating open knowledge and must contribute to the discussion on evidence-based decision-making.¹⁰



“Guía para el diseño de estrategias de resiliencia territorial frente a desastres socionaturales”, *Project Documents* (LC/TS.2023/91), 2023. This guide presents tools and resources for planning strategic interventions to enhance preparedness and responses to the risks territories face. The guide is intended as a source of knowledge for governmental officials and communities at the territorial level, to support the design of strategies for disaster resilience and prompt reflection on the importance of integrating disaster risk management in territorial development planning and policies.¹¹

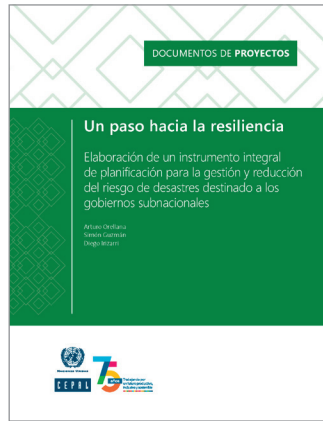


“Territorialización de los Objetivos de Desarrollo Sostenible (ODS) en América Latina y el Caribe: guía para la elaboración de exámenes locales voluntarios a nivel subnacional”, *Project Documents* (LC/TS.2024/26), 2024. The purpose of this guide is to share lessons learned and support local government efforts to territorialize the 2030 Agenda through the preparation of voluntary local reviews. As noted in the publication, with just six years remaining in the time frame set for achieving the Sustainable Development Goals (SDGs) that underpin the 2030 Agenda for Sustainable Development, an unprecedented level of collective action is needed. All relevant stakeholders must strengthen their commitment in order to

¹⁰ See [online] <https://www.cepal.org/es/publicaciones/68871-estado-abierto-gestion-publica-papel-sector-academico>.

¹¹ See [online] <https://www.cepal.org/es/publicaciones/68620-guia-diseno-estrategias-resiliencia-territorial-frente-desastres-socionaturales>.

find and implement lasting solutions. Although the scope of the SDGs is global, their achievement will hinge on the capacity to realize them at the subnational, local and territorial levels, including in towns, cities and regions.¹²



“Un paso hacia la resiliencia: elaboración de un instrumento integral de planificación para la gestión y reducción del riesgo de desastres destinado a los gobiernos subnacionales”, *Project Documents* (LC/TS.2023/204), 2024. This publication focuses on the relationship between territorial development, land-use planning and disaster risk reduction and management, aiming to foster planning processes that take into account community security and resilience in the face of disaster risks. Guidance is presented on incorporating this management approach into territorial planning and for the amendment of institutional structures and stakeholder coordination and participation, emphasizing that the role of subnational governments in territorial development and land-use planning presents an opportunity to address the above-mentioned challenges.¹³



“Liderazgos públicos colaborativos para un desarrollo territorial sostenible e inclusivo: estudios de casos de Chile, el Ecuador y Costa Rica”, *Territorial Development series*, No. 23 (LC/TS.2023/194), 2023. This document summarizes case studies conducted under the ILPES collaborative public leadership pillar. Six case studies are presented for three countries of the region (Chile, Costa Rica and Ecuador),

¹² See [online] <https://www.cepal.org/es/publicaciones/69131-territorializacion-objetivos-desarrollo-sostenible-ods-america-latina-caribe>.

¹³ See [online] <https://www.cepal.org/es/publicaciones/68906-un-paso-la-resiliencia-elaboracion-un-instrumento-integral-planificacion-la>.

exploring five areas of public concern: management of natural disasters, management of the coronavirus disease (COVID-19) pandemic, health and Indigenous Peoples, natural resource governance, and urban housing deficits.¹⁴



“Políticas públicas integrales: el caso de las políticas de desarrollo territorial,” *Territorial Development series*, No. 22 (LC/TS.2023/90), 2023. This document establishes a conceptual approach and areas of analysis for the assessment, design, implementation, follow-up and monitoring of comprehensive territorial development policies to address economic, social and environmental challenges and narrow the equality gap in Latin American and Caribbean territories.¹⁵



“Décimo Seminario de la Red de Sistemas Nacionales de Inversión Pública de América Latina y el Caribe,” *Seminars and Conferences series*, No. 103 (LC/TS.2023/110), 2023. This document provides a brief overview of the content of each presentation delivered at the tenth seminar of RedSNIP, held in Santo Domingo in November 2022.¹⁶

¹⁴ See [online] <https://www.cepal.org/es/publicaciones/68785-liderazgos-publicos-colaborativos-un-desarrollo-territorial-sostenible-inclusivo>.

¹⁵ See [online] <https://www.cepal.org/es/publicaciones/68020-politicas-publicas-integrales-caso-politicas-desarrollo-territorial>.

¹⁶ See [online] <https://www.cepal.org/es/publicaciones/68554-decimo-seminario-la-red-sistemas-nacionales-inversion-publica-america-latina>.



“Desafíos y oportunidades para la ejecución de proyectos de inversión pública con criterios de sostenibilidad: presentaciones en el XI Seminario de la Red de los Sistemas Nacionales de Inversión Pública de América Latina y el Caribe”, *Seminars and Conferences series*, No. 109 (LC/TS.2024/65), 2024. This document provides a summary of the presentations delivered at the RedSNIP seminar held in Lima in October 2023 to foster sharing and discussion among the countries of Latin America and the Caribbean on experiences and initiatives to boost efficiency in planning and executing investment projects, considering institutional, methodological and technical aspects, with a particular focus on sustainability and disaster risk management in the context of climate change.¹⁷

4. Knowledge management resources

The **Regional Observatory on Planning for Development in Latin America and the Caribbean** is a dynamic space for analysis, information and collective knowledge-building on development planning in Latin America and the Caribbean for governments, academia, the private sector and civil society. It was created to strengthen planning practices at the request of the countries of the region.

The Observatory’s primary aim is to support the countries of the region in strengthening their planning and public management processes and to link these processes to the 2030 Agenda, in accordance with national and subnational realities and priorities. It offers information regarding the national public planning systems of the 33 countries in the region and other types of information relevant to public planning and management.

The information available on the subjects covered by the Observatory continued to be updated over the reporting period, and new methodologies and resources were added for designing and assessing public investment projects with sustainability criteria. The information on the national open government plans of the 15 member countries of the Open Government Partnership (OGP) was updated and all local open government plans were included for the territories that have signed on to the OGP Local initiative since it was established in 2016. These plans add to the body of knowledge related to the open government initiatives of the governments of the region.

Over the reporting period, two *Notas de Planificación para el Desarrollo* were also prepared, offering a more in-depth analysis of various topics:

¹⁷ See [online] <https://www.cepal.org/es/publicaciones/80561-desafios-oportunidades-la-ejecucion-proyectos-inversion-publica-criterios>.

- “Prospectiva para el desarrollo: aportes para una gobernanza territorial con mirada de futuro”, *Notas de Planificación para el Desarrollo*, No. 16, January 2024. This note summarizes the main contributions of the position paper *Foresight for Development: Contributions to Forward-looking Territorial Governance*, presented by ILPES at the nineteenth meeting of the Regional Council for Planning, held in the Dominican Republic in November 2023. The main premises of the concept of foresight for development include flexibility in the application of foresight tools and during planning processes, in response to the context in which they are implemented; the need for commitment among stakeholders and within institutions to ensure a technically and politically robust process; and fostering the application of foresight at all territorial levels in order to strengthen governance and governability.¹⁸



- “La gestión de la inversión pública en el escenario de cambio climático”, *Notas de Planificación para el Desarrollo*, No. 17, August 2024. This note looks at how to address the climate challenge at different stages of the public management cycle as applied to project management. It also presents actions that countries have taken at the pre-investment, budgeting, execution, and monitoring and evaluation stages.¹⁹

The Regional Observatory has become one of the most visited ECLAC observatories.

RedSNIP²⁰ was created in 2010 to improve the management of public investment in member countries, through the exchange of experiences, documents and information on project evaluation and management, information systems, and training, among other topics. ILPES, IDB and GIZ jointly provide technical secretariat services to RedSNIP. RedSNIP activities during the reporting period included the convening of two meetings in which representatives of the region’s national public investment systems participated.

ILPES also manages and regularly updates the RedSNIP portal, which can be accessed through the Regional Observatory on Planning for Development in Latin America and the Caribbean and includes information from the 16 countries of the region that are members of RedSNIP, providing insight into the main elements of the institutional framework and governance for the management of public investment in the region. More concretely, information is presented on how these systems manage public investment from the standpoint of their contribution to countries’ development objectives and on the methodological instruments available for effective, efficient and technical management of the investment project life cycle.

The Latin America and the Caribbean Development Planning Network of ILPES, with support from AECID, held a series of discussion forums and webinars over the reporting period, organized and delivered jointly with the Network’s coordination team and ambassadors. The new ambassadors of the Network were also elected: 12 active members who partner with ILPES to reproduce its material or

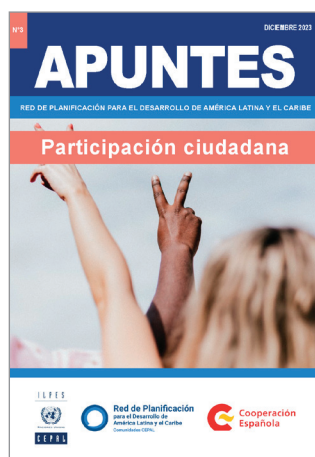
¹⁸ See [online] <https://observatorioplanificacion.cepal.org/es/nota/prospectiva-para-el-desarrollo-aportes-para-una-gobernanza-territorial-con-mirada-de-futuro>.

¹⁹ See [online] <https://observatorioplanificacion.cepal.org/es/nota/la-gestion-de-la-inversion-publica-en-el-escenario-de-cambio-climatico>.

²⁰ See [online] <https://observatorioplanificacion.cepal.org/es/redsnip>.

that of the Network on other dissemination networks and platforms.²¹ The ambassadors also present proposals to the Network’s coordinating team on activities to be undertaken during their one-year term. Over the course of this reporting period, the ambassadors began convening internal meetings to enhance dialogue and collaboration within the group. The first meeting, on the localization of the Sustainable Development Goals of the 2030 Agenda, was held on 18 March, and the second, on smart and sustainable cities, was held on 30 July.

In addition, the third issue of *Apuntes* was published, on the theme of participation in public affairs,²² and two newsletters were dispatched to disseminate the Network’s activities to all active members.



Currently, the Latin America and the Caribbean Development Planning Network comprises more than 3,000 of the region’s professionals, civil servants, international officials, authorities, researchers, academics and representatives of the general public with an interest in public planning and management. Some of its key activities are set out below.

- **Webinar: Challenges for territorial resilience (August 2023).** Experts from Latin America and the Caribbean participated in this webinar, which provided an opportunity to address the particular circumstances of each subregion.²³



²¹ The list of current Network ambassadors may be viewed at [online] <https://comunidades.cepal.org/ilpes/es/quienes-somos>.

²² See [online] <https://comunidades.cepal.org/ilpes/es/grupos/noticia/apuntes-nro-3-participacion-ciudadana/>.

²³ See [online]: <https://comunidades.cepal.org/ilpes/es/grupos/noticia/webinar-desafios-de-la-resiliencia-territorial>.

- Discussion forum: Challenges for territorial resilience (June–August 2023)²⁴
- Webinar: Critical elements for building an innovative public sector (November 2023)²⁵
- Discussion forum: Critical elements for building an innovative public sector (October and November 2023)²⁶
- Webinar: Identifying risks for land-use planning (May 2024)²⁷
- Discussion forum: Foresight for development: contributions to forward-looking territorial governance (April and May 2024)²⁸
- Discussion forum: Building resilience to address social and natural disasters (May and June 2024)²⁹
- Webinar: Territorializing the 2030 Agenda: advancing comprehensive public policies for the achievement of the SDGs (August 2024)³⁰
- Discussion forum: Territorializing the 2030 Agenda: advancing comprehensive public policies for the achievement of the SDGs (June–August 2024)³¹
- Discussion forum: Local Open Government and its contribution to sustainability and climate action (August and September 2024)³²

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 convenes representatives of civil society, the private sector and academia. The Community of Practice meets on a monthly basis. At its meeting on 1 June 2023, ILPES delivered a presentation on the role of open governments in accelerating progress towards the 2030 Agenda.

Two special events were also organized at the seventh meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, as follows:

- Regional workshop on accelerating SDG implementation: the role of voluntary national and local reviews (15 April 2024)³³



²⁴ See [online] <https://comunidades.cepal.org/ilpes/es/grupos/discusion/foro-de-discusion-desafios-de-la-resiliencia-territorial>.

²⁵ See [online] <https://comunidades.cepal.org/ilpes/es/grupos/evento/webinar-claves-para-construir-un-sector-publico-innovador>.

²⁶ See [online] <https://comunidades.cepal.org/ilpes/es/grupos/evento/webinar-claves-para-construir-un-sector-publico-innovador>.

²⁷ See [online] <https://www.cepal.org/es/eventos/webinar-identificar-riesgos-ordenar-territorio>.

²⁸ See [online] <https://comunidades.cepal.org/ilpes/es/grupos/discusion/foro-de-discusion-prospectiva-para-el-desarrollo-aportes-para-una-gobernanza>.

²⁹ See [online] <https://comunidades.cepal.org/ilpes/es/grupos/discusion/construir-resiliencia-para-hacer-frente-los-desastres-socionaturales-construccion>.

³⁰ See [online] <https://comunidades.cepal.org/ilpes/es/grupos/evento/webinar-territorializacion-de-la-agenda-2030-avanzando-en-politicas-publicas>.

³¹ See [online] <https://comunidades.cepal.org/ilpes/es/grupos/discusion/territorializacion-de-la-agenda-2030-avanzando-en-politicas-publicas-integrales>.

³² See [online] <https://comunidades.cepal.org/ilpes/es/grupos/discusion/el-gobierno-abierto-local-y-su-contribucion-la-promocion-de-la-sostenibilidad-y-la>.

³³ See [online] <https://foroalc2030.cepal.org/2024/es/programa/taller-regional-la-aceleracion-la-implementacion-ods-papel-examenes-nacionales-locales>.

- Side event on advancing in the territorialization of the Sustainable Development Goals (SDGs): launch of “Territorialización de los Objetivos de Desarrollo Sostenible (ODS) en América Latina y el Caribe: Guía para la elaboración de exámenes locales voluntarios a nivel subnacional” (16 April 2024).

5. Advisory services



Argentina

Government of the Province of Córdoba. In August 2023, the Government of the Province of Córdoba, Argentina, requested technical assistance from ECLAC for a study to identify the strengths, challenges and opportunities of the Digital Agenda of the Province of Córdoba with regard to three axes of the Digital Agenda for Latin America and the Caribbean (eLAC2024): digital governance, digital infrastructure, and digital skills and competencies. ILPES was responsible for the digital governance axis. The technical assistance, which was provided between August and November 2023, included several one-day online workshops and three in-person sessions that included workshops on governance and e-government, change management for digital transformation projects, and data governance.³⁴

Secretariat of Mining of the Ministry of Economic Affairs. Between June and September 2023, a strategic planning capacity-building programme was delivered for governmental and subnational bodies in Argentina, through a virtual 10-week course on collaborative public leadership, land-use planning and territorial foresight. There were 56 participants, 38 of whom were women. An international seminar entitled “Collaborative public leadership, territories and mining: challenges for inclusive and sustainable development” was also held in Buenos Aires, where various regional experiences were presented, from the mining sector and other productive sectors, whose objective was to solve public problems by promoting collaborative public leadership.³⁵

Secretariat of Strategic Affairs. In September 2023, a 9-hour workshop was held, entitled “Identifying the implications of lithium scenarios for Argentine regions” with 46 participants from the public, private and academic sectors and from civil society.³⁶



Chile

National Council for Territorial Development. The Council requested conceptual and methodological support from ILPES to update its territorial development policies. To date, internal meetings have been held to define the theoretical and conceptual framework for urban development, rural development and land-use planning policies. In terms of future activities, methodological update workshops will be held for Council members.

³⁴ See [online] <https://www.cepal.org/es/notas/cepal-avanza-eje-gobierno-digital-marco-asistencia-tecnica-al-ministerio-coordinacion-la>.

³⁵ See [online] <https://www.cepal.org/es/notas/cepal-realiza-argentina-seminario-liderazgos-publicos-colaborativos-territorios-mineria-1>.

³⁶ See [online] <https://www.cepal.org/es/notas/cepal-realiza-taller-prospectiva-la-identificacion-implicancias-escenarios-litio-regiones>.

Office of the Minister and Secretary-General of the Office of the President. Since 2017, ECLAC, through ILPES, has participated as an observer and technical advisor to the national multi-stakeholder forum on open government (Mesa Nacional de Estado Abierto de Chile, formerly Mesa de Gobierno Abierto). The main functions of this forum include auditing compliance with commitments, cooperating in the execution of the activities and components of the commitments under the plan, and self-evaluation and reporting on the process. During the period covered by this report, ILPES supported the preparation of the sixth Open Government Action Plan of Chile, whose public policy commitments were presented at ECLAC headquarters in December 2023.³⁷ In addition, in May 2023, training was provided to the institutions responsible for implementing the Plan's monitoring and evaluation activities, in order to ensure the follow-up and timely adjustment of the proposed activities and the successful execution of commitments.³⁸

Subnational governments of Maipú, Peñalolén and San Joaquín. Within the framework of the cooperation agreement between ILPES and the Chilean Association of Municipalities to strengthen and consolidate local public management with an open government approach, technical assistance has been provided to the municipalities of Maipú, Peñalolén and San Joaquín for the co-creation and execution of local open government plans with practical tools for designing and implementing initiatives and monitoring and evaluation tasks.³⁹

Budget Office of the Ministry of Finance of Chile. The Budget Office requested assistance to improve transparency, oversight and citizen participation in the budget cycle. In the first stage, a study was conducted to characterize the national organizations that participate in the Civil Society Councils established under Act No. 20500 on Associations and Citizen Participation in Public Administration. A representative sample was then selected and convened for workshops (face-to-face and virtual) with the aim of identifying the gaps and technical capacities that should be strengthened in civil society organizations to improve their participation and influence in budget discussions, with special emphasis on the development and execution of the country's budget.⁴⁰ The results of the characterization study and workshops will serve as input to develop a plan to strengthen the capacities of the organizations that make up the Civil Society Councils to monitor and influence budgetary matters.



Costa Rica

Ministry of Science, Innovation, Technology and Telecommunications. ILPES provided technical cooperation services to the Ministry of Science, Innovation, Technology and Telecommunications to implement data interoperability and the open data governance models proposed by the Institute. This support resulted in the formation of teams and preparation of training in the digital governance and government interoperability model, with the aim of having a core team equipped with a standardized language in these knowledge domains of the ECLAC reference model. In addition, ILPES helped to define the institutional framework needed for digital government through the establishment by law of the National Agency for Digital Government, which is in the process of being implemented.

³⁷ See [online] <https://www.cepal.org/es/notas/cepal-coorganiza-reunion-la-presentacion-compromisos-contenidos-sexto-plan-accion-nacional>.

³⁸ See [online] <https://www.cepal.org/es/notas/cepal-dicta-taller-implementadores-vi-plan-nacional-estado-abierto-chile>.

³⁹ See [online] <https://www.cepal.org/es/notas/dirigentes-sociales-municipio-chileno-maipu-participan-taller-gobierno-abierto-impulsado/> and <https://www.cepal.org/es/notas/cepal-fue-sede-seminario-internacional-gobierno-abierto-local-intercambio-practicas-regionales>.

⁴⁰ See [online] <https://www.dipres.gob.cl/598/w3-article-341550.html>.

Ministry of Planning and Economic Policy. The Ministry of Planning and Economic Policy requested technical assistance to strengthen the capacities of officials throughout the country in the design and assessment of public investment projects. To this end, work is under way on developing an introductory online course for national civil servants, to be held in November 2024.



Dominican Republic

Ministry of Economic Affairs, Planning and Development. During the period covered by this report, ILPES worked with the Ministry of Economic Affairs, Planning and Development to create a toolkit for designing cross-cutting public policy on territorial cohesion, risk management, environmental sustainability and gender, which will make it possible to mainstream these approaches into institutional strategic plans. In addition, in August 2023, a workshop was held on mainstreaming the gender perspective in institutional strategic planning, in which 41 officials participated.⁴¹ ILPES is also supporting the Ministry in strengthening its National Monitoring and Evaluation System for public policies.⁴²

Office of Information and Communication Technologies of the Dominican Republic. ILPES provided technical advice to the Office of Information and Communication Technologies to identify enabling components and existing gaps with a view to implementing a digital governance model that will enable the country to strengthen the services and processes of public institutions.⁴³



Guatemala

Secretariat for Planning and Programming of the Office of the President. The Secretariat for Planning and Programming of the Office of the President of Guatemala requested support from ILPES to strengthen its institutional capacities in the areas of policy dialogue, foresight, spatial planning and strengthening of subnational governments, participatory planning, disaster risk management and updating the conceptual framework of the National Public Investment System. A technical assistance programme was developed for 2024–2025, which includes training and advisory services in the aforementioned areas. In the second half of 2024, ILPES will provide training in collaborative public leadership and foresight for development, and technical advice to strengthen subnational governments.

⁴¹ See [online] <https://www.cepal.org/es/notas/especialistas-la-cepal-realizan-taller-transversalizar-enfoque-genero-la-planificacion>.

⁴² See [online] <https://mepyd.gob.do/ministerio-de-economia-fortalece-capacidades-del-sistema-nacional-de-monitoreo-y-evaluacion-junto-a-mision-de-cepal/>.

⁴³ See [online] <https://www.cepal.org/es/notas/presidente-republica-dominicana-luis-abidaner-recibio-propuesta-la-cepal-fortalecer-la>.



Honduras

National Institute for Youth. The National Institute for Youth of Honduras requested support from ILPES to prepare a draft public policy for young people. The online training course “Sowing the seeds of change: developing public policies for comprehensive youth development in Honduras” was held for public officials, with the aim to develop a preliminary draft public policy for youth that is comprehensive and responds to planning challenges. The synchronous sessions featured speakers from eight United Nations agencies, as well as representatives of the Ministry of Strategic Planning and the Ministry of Health of Honduras, and institutions from other countries, such as the National Youth Institute of Chile. Fifty-one women and 35 men from 20 cities in the country participated in the course.

Ministry for Transparency and Anti-Corruption. Technical assistance began in May 2023 and aims to support the implementation of open government at local and national levels and a culture of transparency, public participation, accountability and technological innovation, as part of the mechanisms fostered by the Open Government Partnership. During the reporting period, workshops were held for those responsible for implementing the fifth Open Government Action Plan of Honduras on monitoring and follow-up of the commitments set out in the Plan,⁴⁴ technical assistance was provided to the Technical Follow-up Committee of the Open Government Partnership and workshops were held in three of the country’s departments (La Ceiba, San Pedro Sula and Santa Barbara), with the participation of authorities and officials from 41 municipalities.⁴⁵



Mexico

State of Quintana Roo. The State of Quintana Roo requested ILPES support for the participatory design of the Quintana Roo 2050 Strategic Plan for Sustainable Development. Technical assistance activities include the design and support of sectoral, territorial and citizen dialogue processes to gather inputs for the drafting of the Plan, and the capacity-building of State public officials in the areas of foresight, public leadership and political dialogue. In addition, ILPES has supported and accompanied the State authorities of Quintana Roo in fine-tuning the general design of the process, facilitating workshops and programming activities, as well as in designing and implementing a governance model that involves authorities and civil society stakeholders. In addition, 24 interviews were conducted with various stakeholders to gather their perceptions, concerns and opportunities for the future. Scenario-building workshops were also organized with public officials and key stakeholders from the State of Quintana Roo, with the aim of building a common State vision that will serve as input for the drafting of the Quintana Roo 2050 Strategic Plan for Sustainable Development.

Institute of Planning, Statistics and Geography of the State of Guanajuato. Technical support was requested from ILPES in the design and monitoring of the participatory co-creation of the Guanajuato 2050 State Development Plan, as a follow-up to the recommendations in the mid-term evaluation of the

⁴⁴ See [online] <https://www.cepal.org/es/notas/cepal-dicta-taller-implementadores-compromisos-v-plan-accion-nacional-estado-abierto-honduras>.

⁴⁵ See [online] <https://www.cepal.org/es/notas/cepal-dicta-talleres-funcionarios-41-municipios-honduras-la-formulacion-iniciativas-locales>.

design and results of the Guanajuato 2040 State Development Plan, carried out by ILPES in 2022. This support covered the methodological design, the training of a team of facilitators and the facilitation of the first municipal workshops and workshops with specific groups (young people, persons with disabilities and women, among others); 35 workshops were organized with a total of 1,627 participants. In addition, in October 2023, regional forums were held in each of the four subregions of the State. Those events sought to expand the participation of stakeholders that had not been considered previously in the process of updating the State Development Plan; communicate about the process and the main preliminary results; and work on the aspects of the vision and the main actions and strategies that would be implemented as a result of the citizen consultation activities.⁴⁶

National Council for the Evaluation of Social Development Policy. For more than a decade, ILPES has been accompanying the efforts of the National Council for the Evaluation of Social Development Policy to strengthen monitoring tools for social policies, programmes and Federal Contribution Funds by teaching courses on the logical framework methodology and construction of indicators, and providing analysis and feedback on indicators in consultancies and technical round tables. During the period covered by this report, nine courses and workshops were held on the aforementioned topics.



Panama

Ministry of Economy and Finance (MEF). Within the framework of the programme to strengthen planning for the mainstreaming and territorialization of the Sustainable Development Goals in Panama's public policies (2019 to May 2024), MEF requested technical assistance from ILPES to support the preparation of a national territorial development strategy. In September 2023, the proposed national strategy for regional development of Panama through to 2050 was presented. The strategy is part of a national policy with a territorial approach, which proposes five strategic pillars: regional deconcentration and economic diversification; regional social inclusion; national and subnational adaptation to climate change and disaster risk management; regional physical and digital integration; and national and subnational governance and governability.⁴⁷

In addition, together with the Investment Programming Directorate of MEF, technical assistance was provided for the design of its own methodology for the development of the Strategic Governance Plan and the Five-Year Investment Plan. The technical assistance provided resulted in the preparation of a "Methodological Guide for the preparation of the Strategic Governance Plan and the Five-Year Investment Plan" and the organization of a workshop to strengthen competencies in this methodology with MEF technical teams and other sectoral counterparts, in which 32 officials participated.⁴⁸ A course on results-based management in public investment was also held in May 2024, with the participation of 28 officials from the technical teams of the Investment Programming Directorate of Panama.

⁴⁶ See the preparation of the Guanajuato 2050 State Development Plan and the support provided by ILPES [online] https://iplaneg.guanajuato.gob.mx/wp-content/uploads/2024/02/GDSV_Plan_Estatal_de_Desarrollo_2050_Version_Sintesis.pdf. See the Guanajuato 2050 State Development Plan [online] https://portalsocial.guanajuato.gob.mx/sites/default/files/documentos/2024_GOBIERNO_GTO_Plan_estatal_desarrollo_2050_20240711.pdf.

⁴⁷ See [online] <https://www.cepal.org/es/notas/cepal-entrega-propuesta-estrategia-nacional-desarrollo-regional-panama-2050-cerrar-brechas>.

⁴⁸ See [online] <https://www.mef.gob.pa/2024/03/jornada-interinstitucional-para-elaborar-la-estrategia-de-desarrollo-nacional/>.

6. Courses and seminars

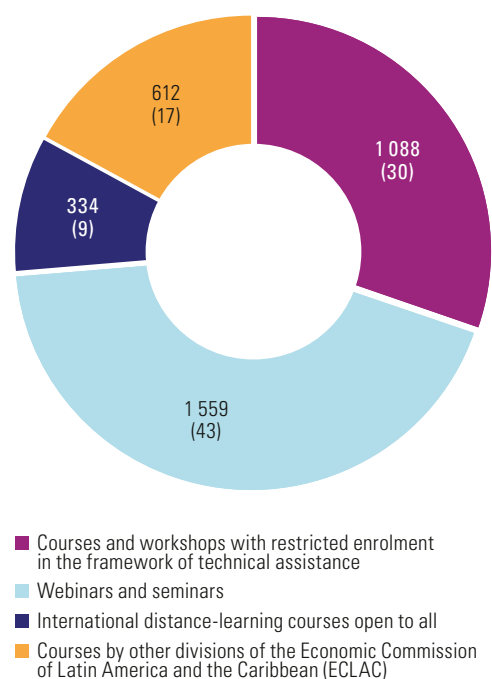
(a) Courses

Between 1 June 2023 and 31 August 2024, ILPES organized 19 courses and workshops with restricted enrolment in the framework of technical assistance to countries in the region; 10 webinars and seminars; 10 international courses open to all (virtual, hybrid or in-person); and 9 distance-learning courses by other ECLAC divisions with support from ILPES in their design, development and execution. Altogether, 3,593 people participated in these training sessions.

Over the reporting period, nearly 40% of activities were carried out in person, which shows that in-person attendance has been gradually regaining ground following COVID-19 pandemic-related restrictions in previous years.

Short online and face-to-face seminars and workshops, in which specific topics related to public planning and management were addressed, drew the largest numbers of participants. Over the reporting period, a total of 1,559 people participated in those events, representing 43% of all participants in the various courses and seminars organized by ILPES. A total of 1,088 participants took part in the courses and workshops with restricted enrolment in the framework of technical assistance, representing 30% of all participants in the various activities (see figure 1).

Figure 1
Participation in courses and seminars of the Latin American and Caribbean Institute for Economic and Social Planning, by type of activity, 1 June 2023–31 August 2024
(Number of persons and percentages)



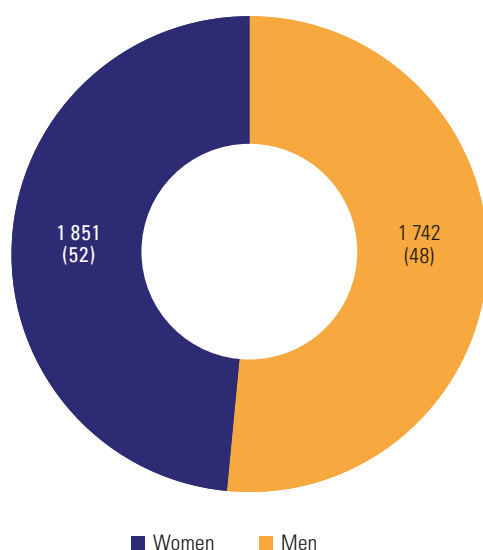
Source: Latin American and Caribbean Institute for Economic and Social Planning (ILPES).

In the current reporting period, there was a 30% increase in the total number of participants in training activities compared to the previous period, from 2,771 to 3,593 participants. Although the

number of participants rose for most activities, there was a decrease of 54% in those participating in international distance-learning courses open to all, from 727 participants in the previous period to 334 in the current period. International courses are conducted virtually or, in exceptional cases, in hybrid format. The decrease in the number of participants may be explained by several factors. First, it reflects the Institute's response to demand for capacity-building through workshops and ad hoc courses, as part of the technical assistance provided to countries. Second, it illustrates market saturation with regard to the online training offered through various organizations' platforms and general burnout after several years of intense activity in virtual environments owing to the pandemic, which has led to the search for in-person learning alternatives that encourage social interaction and network-building.

Analysis of the participants by sex shows that 52% were women, up slightly from the previous period (51%) (see figure 2).

Figure 2
Participation in courses, seminars and workshops of the Latin American and Caribbean Institute for Economic and Social Planning, by sex, 1 June 2023–31 August 2024
(Number of persons and percentages)



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

Examining the percentage of women participating in the various capacity-building activities shows that they make up 59% of the participants in the distance-learning courses with restricted enrolment requested by countries. In the courses open to all, women represent 54% of participants. Women also predominate in participation in all other activities, although the percentage differences compared to the number of men range from 3 to 4 percentage points.

Annex A1 includes a detailed list of the courses, seminars and workshops provided by ILPES, course hours and the number of women and men participants, by type of activity.

(b) Webinars and seminars

In addition to the meetings of experts mentioned in point 1.b of this report, ILPES has organized webinars and seminars on different issues of relevance for planning and public management, as detailed below:

Seminar on local open government: intersections with gender equity and climate action. The event, organized on 11 July 2024 by ILPES, the TRIBU Foundation, the Latin American Faculty of Social Sciences in Chile, the Friedrich Ebert Foundation and the United Nations Development Programme, sought to generate discussion on the challenges and initiatives of local open government for the elimination of the gender gap and climate adaptation.⁴⁹

Virtual event on strengthening evaluation and monitoring systems to consolidate open and transparent planning. The event, organized by ILPES on 5 June 2024, within the framework of the GLocal Evaluation Week 2024, aimed to stimulate a discussion on how the open government approach can improve evaluation and monitoring processes, while contributing to the sustainability of learning and continuous improvement, as well as feedback and accountability, in the face of increasingly informed and demanding citizens.⁵⁰

Webinar on the theme “Opportunities for open government to address environmental and climate challenges: regional experiences”. The event was organized by ILPES and Universidad Hemisferios of Ecuador, as part of Open Government Week. Held on 28 May 2024, its aim was to share experiences related to the use of the open government approach to strengthen the implementation of climate and environmental strategies or agreements.⁵¹

Side event on the theme “A climate action-oriented State: new tools and capacities for transformative public management”. The event was organized by ILPES, the Governments of the Dominican Republic and Chile (through the Ministry of Economic Affairs, Planning and Development and the Office of the Minister and Secretary-General of the Office of the President, respectively), the Fiscal Oversight Foundation and the Open Government Partnership, within the framework of the seventh meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, held from 16 to 18 April 2024. The purpose of the event was to discuss opportunities, progress and challenges from an open government perspective for a transformation that integrates climate action, as well as to encourage the exchange of experiences, good practices and knowledge in these matters and promote their importance in accelerating progress towards the SDGs. The ILPES publication *Panorama de la Gestión Pública en América Latina y el Caribe, 2023: un Estado preparado para la acción climática* was also launched on that occasion.⁵²

Eleventh seminar of the Network of National Public Investment Systems in Latin America and the Caribbean (RedSNIP). The meeting, held on 4 and 5 October 2023 in Lima, was organized by ILPES, the Peruvian Ministry of Economic Affairs and Finance, RedSNIP, IDB, GIZ and the Euroclima programme. Authorities from 15 Latin American and Caribbean countries and experts from the region attended the meeting to exchange experiences and present initiatives to improve efficiency in the planning and execution of investment projects, considering institutional, methodological and technical aspects, with special emphasis on sustainability and climate action.⁵³

Seminar on the theme “Collaborative public leadership, territories and mining: challenges for inclusive and sustainable development”. The seminar, held on 7 September 2023, was organized by ILPES and the Secretariat of Mining of the Ministry of Economic Affairs of Argentina in collaboration with GIZ, in the framework of the project “Regional Cooperation for a more Sustainable Management of Mineral Resources in the Andean Countries” (MinSus IV). Its main purpose was to exchange ideas and experiences on the search for more inclusive and sustainable territorial development based on the

⁴⁹ See [online] <https://www.cepal.org/es/notas/ilpescepal-coorganizo-seminario-gobierno-abierto-local-intersecciones-equidad-genero-accion>.

⁵⁰ See [online] <https://www.globalevaluationinitiative.org/es/event/fortalecimiento-de-los-sistemas-de-evaluacion-y-monitoreo-para-la-consolidacion-de-una>.

⁵¹ See [online] <https://www.gobiernoabierto.ec/opengovweek-conversatorio-opportunidades-del-gobierno-abierto-para-abordar-los-desafios-ambientales-y-climaticos-experiencias-regionales/>.

⁵² See [online] <https://www.cepal.org/es/publicaciones/69075-panorama-la-gestion-publica-america-latina-caribe-2023-un-estado-preparado-la>.

⁵³ See [online] <https://www.cepal.org/es/publicaciones/68554-decimo-seminario-la-red-sistemas-nacionales-inversion-publica-america-latina>.

collaborative public leadership approach. Several experiences in the region were presented, both in the mining sector and in other productive activities that have aimed to solve public problems by fostering collaborative public leadership.⁵⁴

Webinar on evaluation and monitoring experiences in the Latin American region. The seminar, organized by ILPES and the Ministry of Economic Affairs, Planning and Development of the Dominican Republic, was held on 29 August 2023 and aimed to present experiences in monitoring and evaluation systems in the region and exchange information on strategies for their sustainability. The event's guiding questions focused on the lessons learned from the development of monitoring and evaluation systems in Latin America and the keys to sustaining these systems in the region.⁵⁵

7. Technical cooperation projects

Federal Ministry for Economic Cooperation and Development (BMZ) of Germany and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Within the framework of the project “Regional Cooperation for a more Sustainable Management of Mineral Resources in the Andean Countries”, MinSus IV phase IV, ILPES worked on a strategic planning capacity-building programme for governmental and subnational bodies in Argentina through three activities: (i) a virtual 10-week course on collaborative public leadership, land-use planning, and territorial foresight, which had 56 participants, 38 of whom were women; (ii) a foresight workshop to identify the implications of potential lithium scenarios for the country's regions, which was attended by 46 representatives of civil society and the public, private and academic sectors; and (iii) a seminar held in hybrid format in Buenos Aires entitled “Collaborative public leadership, territories and mining: challenges for inclusive and sustainable development”, attended by 130 participants and featuring the presentation of various experiences in the region from the mining sector and other productive activities that have aimed to solve public problems by fostering collaborative public leadership.

Spanish Agency for International Development Cooperation (AECID). With the support of AECID, in 2022–2023, ILPES developed a toolkit on comprehensive policymaking for sustainable development, as well as a conceptual theoretical framework on comprehensive policymaking for territorial development. In addition, with the support of AECID, ILPES is working with representatives of the city of Santa Fe, Argentina, to develop a metropolitan commitment and strengthen regional planning capacities in the participatory construction of possible future territorial scenarios and their incorporation into State policies, as well as in the Araucanía region in Chile in matters related to political dialogue, foresight at the territorial level and inter-agency coordination mechanisms. Within the framework of the 2024–2025 AECID-ECLAC cooperation programme, ILPES is supporting countries' efforts to foster open States, innovation and e-government, and collaborative governance to provide quality services to citizens and improve the quality and effectiveness of public policies.

Development Account. ILPES also receives support from the United Nations Development Account for the implementation of 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 national planning institutions of the countries of the region to develop plans, policies and strategies for a resilient and sustainable recovery at the national and subnational levels following the COVID-19 pandemic, in line with the SDGs. The project started in January 2022 and will be completed in June 2025. Its activities are based on three pillars: (i) strengthening the technical capacities of public institutions to incorporate forward-looking development planning into public management systems; (ii) collaborative

⁵⁴ See [online] <https://www.cepal.org/es/notas/cepal-realiza-argentina-seminario-liderazgos-publicos-colaborativos-territorios-mineria-1>.

⁵⁵ See [online] <https://www.cepal.org/es/eventos/seminario-experiencias-evaluacion-monitoreo-la-region-latinoamericana>.

action by government authorities and citizens to jointly design and implement cross-sectoral and multi-level investment plans, policies and programmes for inclusive and sustainable development; and (iii) strengthening national and local capacities to design, implement and evaluate inclusive e-government strategies and open government plans.

8. Reflections on achievements and outcomes

As the report shows, ILPES was able to execute its programme of work and comply with the mandates issued at the nineteenth meeting of the Regional Council for Planning in each working modality.

As mentioned, during the period covered by this report, ILPES provided technical assistance services to 20 institutions and subnational governments in eight countries of the region; led applied research work on planning and public management issues that resulted in 10 publications; and taught nearly 30 courses in the framework of technical assistance, including virtual, hybrid and face-to-face formats and both restricted and open enrolment. In addition, ILPES convened planning authorities from 22 Latin American and Caribbean countries to discuss issues relevant to planning and public management for sustainable and inclusive development within the framework of the Regional Council for Planning.

All ILPES activities and work modalities reinforce and complement each other. Technical assistance helps to understand countries' training needs, tailor course offerings and provide concrete experiences to shorten the learning curve in the region. Drawing on the needs identified through technical assistance and courses, this research strengthens the body of knowledge needed in the region to move towards more productive, sustainable and inclusive development, while also improving the courses and technical assistance services provided. This support to countries to strengthen planning and public management also makes it possible to share experiences and scale up best practices.

As the report shows, ILPES has begun to move from the fully virtual format imposed by the COVID-19 pandemic to more and more in-person interactions requested by countries for capacity-building activities. The challenge is to strike a balance between virtual activities, which make it possible to reach more people and reduce travel costs, and face-to-face activities, which enable a greater degree of interaction among people. Training and technical assistance activities that include virtual and face-to-face activities (hybrid format) have been successful to date.

The financial limitations of ILPES, by virtue of the critical level of resources of the Regular System of Government Financing, require that member States take the necessary measures to make and regularize their contributions in order to ensure and strengthen the Institute's operations. In particular, during the nineteenth meeting of the Regional Council for Planning held in November 2023 in the Dominican Republic, countries agreed to begin the negotiation of a regional agenda on governance of planning and public management for sustainable development in Latin America and the Caribbean, whose implementation will involve additional ILPES support to countries.

Support from ECLAC and donors has been essential in helping countries to strengthen their planning and public management systems.

With less than six years left to implement the 2030 Agenda for Sustainable Development, countries must take ambitious and innovative public policy action to accelerate progress towards the Goals and targets, leaving no one behind. 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 and will encompass the social, economic and environmental sectors. In this context, ILPES plays an essential role in building the capacities needed to carry out transformative actions and policies to accelerate progress towards 2030.



Annex A1

Training provided by the Latin American and Caribbean Institute for Economic and Social Planning, 1 June 2023–31 August 2024

Table A1.1

Courses and workshops restricted to a limited number of participants and conducted under technical assistance, 1 June 2023–31 August 2024

	Course subject	Date	City/Country	Hours	Participants		
					Women	Men	Total
1	Leadership, territories and citizenship: the foundations of a new public service	15 May–6 June 2023	Panama City	50	29	14	43
2	Capacity-building programme	27 June–September 2023	Argentina (virtual, all provinces)	100	24	7	31
3	Construction of indicators for the monitoring of social policy	11 and 12 July 2023	Mexico City	12	14	9	23
4	Mainstreaming the gender perspective in strategic planning–Dominican Republic	21–25 August 2023	Santo Domingo	40	31	13	44
5	Capacity-building for the development of the Strategic Governance Plan and its Indicative Public Investment Plan	4–7 September 2023	Panama City	21	16	15	31
6	Monitoring and evaluation tools for results measurement	23–25 October 2023	Durango (Mexico)	12	29	31	60
7	Monitoring and evaluation tools for results measurement	22–24 November 2023	Oaxaca (Mexico)	12	23	17	40
8	Construction of indicators for the monitoring of social policy	14 and 15 November 2023	Guanajuato (Mexico)	8	18	26	44
9	Construction of indicators for the monitoring of social policy	28 and 29 November 2023	Campeche (Mexico)	8	32	41	73
10	Monitoring and evaluation tools for results measurement	4–6 December 2023	State of Hidalgo (Mexico)	12	40	33	73
11	Methodological workshop and capacity-building seminar for the development of the Strategic Governance Plan and its Indicative Public Investment Plan	19–21 March 2024	Panama City	21	13	15	28
12	Seminar and workshop on results-based management in public investment	22–25 April 2024	Panama City	28	12	14	26
13	Monitoring and evaluation tools for results measurement: construction of indicators	28–30 May 2024	Zacatecas (Mexico)	18	46	31	77
14	Improvement of results indicator matrices	17–19 January 2024	Mexico City	15	48	50	98
15	Monitoring and evaluation tools for results measurement	6–8 March 2024	Baja California Sur (Mexico)	12	104	93	197
16	Foresight Santa Fe	6–14 June 2024	Santa Fe (Argentina) (hybrid)	24	37	24	61
17	Sowing the seeds of change: developing public policies for comprehensive youth development in Honduras	3 June–19 July 2024	Honduras (virtual)	60	18	4	22
18	Foresight Quintana Roo	15–26 July 2024	Cancún (Mexico)	21	23	40	63
19	Collaborative public leadership	20 and 21 August 2024	Santa Fe (Argentina)	6	25	29	54
Subtotal					582	506	1 088

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

Table A1.2
Online and in-person seminars and workshops, 1 June 2023–31 August 2024

	Course subject	Date	City/Country	Hours	Participants		
					Women	Men	Total
1	Open government principles, pillars and tools	12 October 2023	Maipú (Chile)	2	20	6	26
2	Webinar: Challenges of territorial resilience	18 August 2023	Virtual	2	187	198	385
3	Keys to building an innovative public sector	27 November 2023	Virtual	2	160	173	333
4	Differential public policymaking for development and land-use planning	5 June 2023	Virtual	2	80	56	136
5	Seminar "Collaborative public leadership, territories and mining: challenges for inclusive and sustainable development"	7 September 2023	Argentina (hybrid; on-site phase in Buenos Aires)	6	45	48	93
6	International seminar "Current challenges for inclusive and sustainable territorial development in Latin America and the Caribbean"	22 and 23 May 2024	Antigua (Guatemala)	18	15	20	35
7	Identifying risks to land-use planning	31 May 2024	Virtual		59	72	131
8	Strengthening evaluation and monitoring systems to consolidate open and transparent planning	5 June 2024	Virtual		40	21	61
9	Developing local open government initiatives within the framework of the Open Government Partnership	29–31 July 2024	La Ceiba, San Pedro Sula and Santa Barbara (Honduras)	6	91	88	179
10	Territorializing the 2030 Agenda: advancing comprehensive public policies to achieve the SDGs	22 August 2024	Virtual		100	80	180
			Subtotal		797	762	1 559

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

Table A1.3
International distance-learning courses open to all, 1 June 2023–31 August 2024

	Course subject	Date	Country	Hours	Participants		
					Women	Men	Total
1	Multicriteria evaluation in public investment	6 June–3 July 2023	International	40	13	19	32
2	Development and evaluation of public investment projects	31 July–9 October 2023	International	80	11	8	19
3	From e-government to smart government	2 August–3 September 2023	International	60	26	30	56
4	Territorial foresight	4 September–1 October 2023	International	40	2	4	6
5	Results-based management and public value	16 October–8 December 2023	International	80	26	18	44
6	The open State in Latin America and the Caribbean: principles, mechanisms and policies for strengthening public management (hybrid)	25 October–1 December 2023	International	60	26	21	47
7	Public management performance indicators	8 April–3 May 2024	International	40	17	13	30
8	Foresight for development	8 April–19 May 2024	International	60	24	22	46
9	Multicriteria evaluation in public investment	13 May–7 June 2024	International	40	15	9	24
10	Logical framework for designing development projects	29 May–19 July 2024	International	80	19	11	30
Subtotal					179	155	334

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

Table A1.4
Distance-learning courses by other divisions of the Economic Commission
for Latin America and the Caribbean, 1 June 2023–31 August 2024

	Course subject	Date	ECLAC division	Hours	Participants		
					Women	Men	Total
1	Scalable programmes to support the digital transformation of small and medium-sized exporters	15 May–29 June 2023	International Trade and Integration Division	25	65	70	135
2	Household survey sampling using R	15 May–5 October 2023	Statistics Division	80	16	12	28
3	Social protection and promotion (Haiti)	July–November 2023	Social Development Division		11	23	34
4	Innovative technologies for export and cross-border e-commerce of small and medium-sized enterprises	2 October–24 November 2023	International Trade and Integration Division	25	61	51	112
5	Opportunities and risks of the transition to carbon-neutral economies	5 May–23 June 2023	Sustainable Development and Human Settlements Division/Spanish Climate Change Office/Ministry for the Ecological Transition and the Demographic Challenge of Spain	50	9	5	14
6	Strengthening institutions for mine closure and post-closure	16 October–24 November 2023	Natural Resources Division		11	23	34
7	Lithium, a strategic resource: governance, global production networks and sustainability	31 July–24 September 2023	Natural Resources Division		21	40	61
8	Disaggregation of small area estimates using R	16 October–31 December 2023	Statistics Division	80	29	35	64
9	Guidelines for departmental public policymaking on productive transformation for reindustrialization in Colombia	6 March–18 April 2024	Division of Production, Productivity and Management	36	70	60	130
			Subtotal		293	319	612

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



Annex A2

Publications of the Latin American and Caribbean Institute for Economic and Social Planning, 1 June 2023–31 August 2024

Position documents

Foresight for Development: Contributions to Forward-looking Territorial Governance (LC/CRP.19/3), 2023.

Panorama de la Gestión Pública en América Latina y el Caribe, 2023: un Estado preparado para la acción climática (LC/PUB.2023/27-P), 2024.

ECLAC Books

Estado abierto y gestión pública: el papel del sector académico, ECLAC Books, No. 163 (LC/PUB.2023/24-P), 2023.

Project documents

“Guía para el diseño de estrategias de resiliencia territorial frente a desastres socionaturales”, *Project Documents* (LC/TS.2023/91), 2023.

“Territorialización de los Objetivos de Desarrollo Sostenible (ODS) en América Latina y el Caribe: guía para la elaboración de exámenes locales voluntarios a nivel subnacional”, *Project Documents* (LC/TS.2024/26), 2024.

“Un paso hacia la resiliencia: elaboración de un instrumento integral de planificación para la gestión y reducción del riesgo de desastres destinado a los gobiernos subnacionales”, *Project Documents* (LC/TS.2023/204), 2024.

Territorial Development series

“Liderazgos públicos colaborativos para un desarrollo territorial sostenible e inclusivo: estudios de casos de Chile, el Ecuador y Costa Rica”, *Territorial Development series*, No. 23 (LC/TS.2023/194), 2023.

“Políticas públicas integrales: el caso de las políticas de desarrollo territorial”, *Territorial Development series*, No. 22 (LC/TS.2023/90), 2023.

Seminars and Conferences series

“Décimo Seminario de la Red de Sistemas Nacionales de Inversión Pública de América Latina y el Caribe”, *Seminars and Conferences series*, No. 103 (LC/TS.2023/110), 2023.

“Desafíos y oportunidades para la ejecución de proyectos de inversión pública con criterios de sostenibilidad: presentaciones en el XI Seminario de la Red de los Sistemas Nacionales de Inversión Pública de América Latina y el Caribe”, *Seminars and Conferences series*, No. 109 (LC/TS.2024/65), 2024.



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