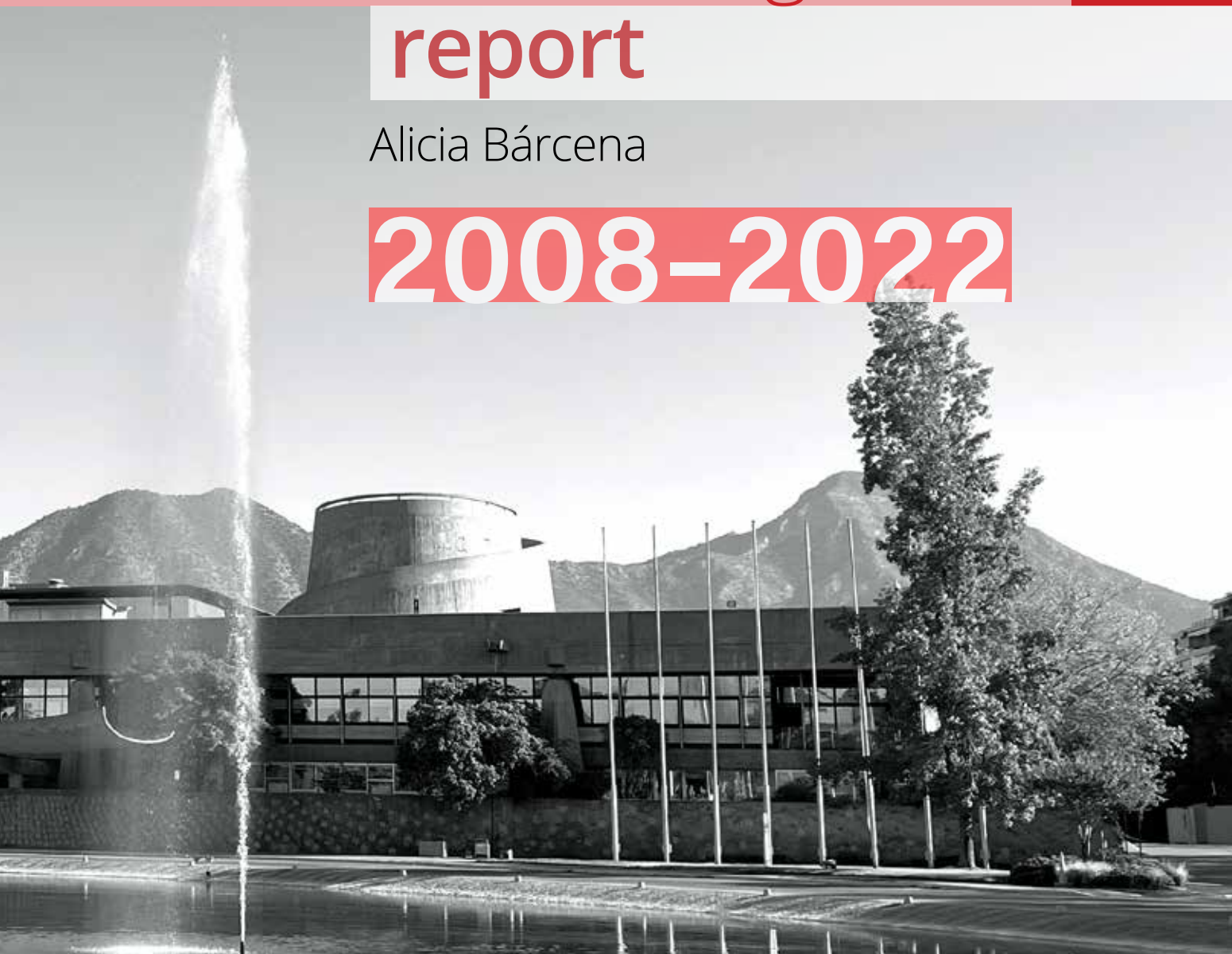


# End of assignment report

Alicia Bárcena

## 2008–2022



UNITED NATIONS

ECLAC

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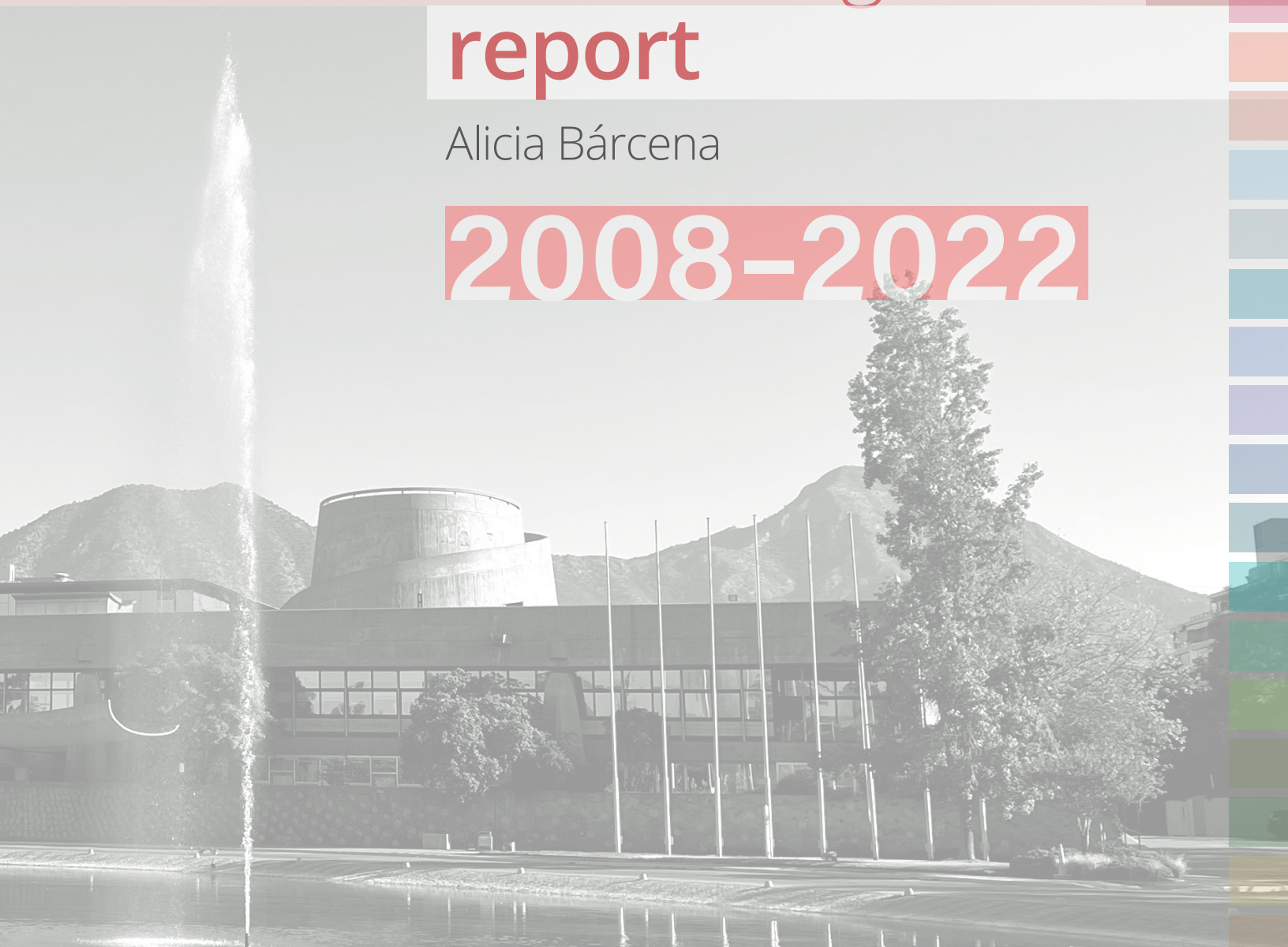


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# Valedictory

For almost 14 years at the Economic Commission for Latin America and the Caribbean (ECLAC), I have had the extraordinary opportunity and honour of leading the productive and dedicated work that hundreds of women and men carry out on a daily basis for fair development of the peoples of Latin America and the Caribbean.

Today I mark the end of 26 years at the United Nations, in different capacities, under the leadership of Kofi Annan, Ban Ki-moon and António Guterres. In this document I retrace events and lessons on this journey within the Organization, and particularly in this last period, which has been the greatest honour of my career. I have walked this path with exceptional colleagues from all the ECLAC offices, who have enthusiastically and steadfastly contributed to our collective work.

ECLAC is a vital component of the economic and social history of Latin America and the Caribbean, with a 74-year tradition of rigorous, avant-garde thinking, from the South and for the South. Over these years, we have put equality at the centre of the development agenda; because inequality is a defining feature of our region—the most unequal in the world—where the wealthiest 10% receive 55% of income and wealth equivalent to 11% of regional GDP is in the hands of a mere 104 people. Over the period, we have analysed all aspects of inequality, exploring all the ways to close the gaps that afflict our people.

ECLAC is a singular institution within the United Nations system. Firstly, because it is based in the south of our continent. It is an institution of member States that works for member States, dedicated to the foremost progressive causes, working to bring effective, timely and relevant ideas that reflect our realities. Secondly, because it conducts research using its own methods, produces data and statistics based on official sources and designs innovative comparative indicators. And thirdly, because it proposes data-based policies, boldly, but with respect for the sovereignty of countries.

When I arrived at ECLAC, we challenged the prevailing conventional conviction that there was a choice to be made between economic efficiency and equality. Equality was reduced to equity. The seminal works of Thomas Piketty and Samuel Bowles did not yet exist. The more orthodox analysts continued to disregard the evidence that inequality is inefficient, and that growth requires equality, and equality requires growth.

In 2010, when we presented in Brasilia the first position paper under my leadership, *Time for Equality: Closing Gaps, Opening Trails*, we put the issue of equality at the heart of the development debate, which was a pioneering and daring venture at that time.

From this starting point, we built a progressive set of ideas for our region, given the pressing need for a change in the pattern of development. This was undertaken with a realistic vision, because as the globalization of technology, finance and trade intensified, the global economy was struck more and more frequently by economic crises that exacerbated gaps between developed and developing countries, inequality within and between countries, political tensions and the threats of environmental destruction and climate change.

We proposed an agenda of equality, based on regulatory framework that provides for universal enjoyment of rights, and of development, because equality contributes to sustainable development. We set out the content of this strategy for development, with proposals for progressive structural change, highlighting the need to forge comprehensive development compacts relating to issues such as taxation, production policy, the advancement of women, social cohesion and environmentally sustainable development. We demonstrated with hard data that inequality is economically inefficient and formulated proposals for a transformative recovery with equality and sustainability, taking into account the effects of the pandemic. We proposed eight sectors to drive growth-supporting investment, create jobs and reduce environmental footprints. Employment with rights is the key to closing social and productive gaps, not only between sectors, but also between territories.

We proposed fiscal measures, including combating tax evasion and avoidance, and stressed the urgent need to interlink economic policy with social, technological, environmental and—as proposed by Mariana Mazzucato—mission-oriented industrial policy, changing profitability among sectors,

internalizing externalities and exercising stewardship of non-renewable resources. Our big push for sustainability strategy calls for environmental Keynesianism, proposing fiscal stimulus packages that sustain activity while promoting low-carbon pathways, with an increase of at least 10 percentage points of GDP in the rate of investment, geared to a just transition and social inclusion.

Because of my academic background in biology and ecological struggles, I understood early on that in economic circles these issues were viewed as externalities and not as an integral part of development policies. We now know that environmental degradation takes an irreversible toll, and that climate action is urgent.

It was not by chance that equality was placed at the centre; it was chosen because of the region's painful history. ECLAC has argued that inequality is inefficient. Inefficiency and inequality are not opposing forces, but they do fuel each other when the creative impulse of society, its institutions and the interactions of a multitude of stakeholders clash with monopolistic power and the control of dissemination of knowledge by a small group in society. At ECLAC, we assess the economic costs of inequality in education and health, which impairs productivity throughout people's lives.

This led to another core element that we introduced over the past 14 years: the relationships between economic structure and power and their ties to a history of privilege and exploitation. As Raúl Prebisch noted, economic power mutates into political power. What is more, political and economic inequalities become ingrained and incorporated into the rules of the game of society, often unwritten, and even as de facto behavioural rules that contradict written rules. We have called this "the culture of privilege", which perpetuates class, gender and ethnicity gaps in access to assets and capital, the appropriation of natural resources and the dominance of the elite over institutions, including advantages in tax systems. It is a legacy of the colonial period, entrenched and perpetuated by mechanisms of political and economic domination and patriarchy, and a determining force in the history of Latin American and the Caribbean.

Building alternative pathways through conceptions of society in which citizens are active rather than passive subjects in the transformations that improve their situation, making politics a tool for collective development, is the greatest challenge in generations: expanding freedoms, building equality, deepening democracy, reforging the solidarity between the middle and working classes and safeguarding public safety, in short, creating hope.

But we must be vigilant, because if political action fails to bring about meaningful change in society, some will become dissatisfied, and others disconcerted. When expectations of well-being are not met, when the promise of more and better public goods clashes with the constraints of austerity, when it becomes clear that we live in a world in which political institutions have no control over the key drivers of economic performance, that income levels are more dependent on the outcome of global speculative gambles than on the course called for at the ballot box, then the institutions of representative democracy may suffer.

And this situation lays bare severe asymmetries, both external and internal, which have deleterious implications for society. Internally, these asymmetries are expressed as structural heterogeneity, which means that at one extreme a handful of companies on the technological frontier contribute to GDP but create few jobs and, at the other extreme, micro-, small and medium-sized enterprises create a large share of jobs, but they are often precarious, informal and detached from technical progress. This is the real driver of inequality, linked to the centre-periphery system. In a global economy in which the centres lead technology and production in the most technology-intensive sectors, the periphery specializes in commodities, low-tech activities and cheap labour.

These asymmetries can also be seen in environmental matters: although our region produces just 8% of world-wide emissions, it is badly hit by the effects of climate change, especially in the case of Caribbean and Central American countries. Another area of clear asymmetries is access to and distribution of vaccines.



A huge amount of work is needed, and in a democratic framework, compacts and agreements on sustainable development policies are required between stakeholders. Without broad social compacts that cover fiscal considerations and redefine productive patterns, the political economy will not support sustainable development, but rather a continuation of inefficient inequality and the culture of privilege.

In recent years, ECLAC has opened doors not only in analysis and policy proposals, but also in policy implementation, through close cooperation with national governments and by promoting forms of regional integration and the concept of open regionalism in practical ways. The challenge is to put forward proposals that demonstrate that only collective action and regional integration can overcome issues in areas such as migration, climate change, health self-sufficiency and food sovereignty.

In this connection, I would like to highlight five initiatives we have pursued:

**The Comprehensive Development Plan for El Salvador, Guatemala, Honduras and the south-southeast of Mexico**, to address the structural causes of migration and respond to the request made by the Presidents of El Salvador, Guatemala, Honduras and Mexico in December 2018, to make migration a choice and not an obligation. The 20 agencies, funds and programmes of the United Nations system and the four Resident Coordinators joined this initiative.

**The plan for self-sufficiency in health matters in Latin America and the Caribbean**, prepared by ECLAC at the request of Mexico in its capacity as Pro Tempore Chair of the Community of Latin American and Caribbean States (CELAC) and unanimously adopted at the Sixth Summit of Heads of State and Government of CELAC in September 2021. Its aim is to build capacities for vaccine and medicine research, development, production and access throughout the region, with a focus on actions to foster regional integration.

**The “Caribbean first” initiative**, a strategy put forward in Cuba in 2018 that recognizes the specific difficulties and circumstances of Caribbean countries relating to the economy, finance and climate vulnerability. The Caribbean is given prominence in all ECLAC meetings and initiatives, and its voices and demands are heard. The aim is to foster renewed appreciation for the Caribbean as a fundamental part of our region, strengthen it, and expand opportunities for integration and cooperation. Together with the Caribbean countries, we have developed the debt for climate adaptation swap initiative and proposed the creation of the Caribbean Resilience Fund to channel the investments required for adaptation.

**Financing for development** from the regional perspective, complementing the global proposal of Secretary-General António Guterres together with Canada and Jamaica. We have designed measures to promote financing for middle-income countries, starting with a multilateral reform of financing and external debt, including the creation of a multilateral credit rating agency. We have supported the initiative to establish a Fund to Alleviate COVID-19 Economics (FACE), promoted by Costa Rica, which seeks to provide special financing to developing countries, including low- and middle-income countries, that do not have the margin to immediately expand domestic resources to deal with the effects of the pandemic, and to provide funds for economic recovery.

Lastly, one of the most highly valued initiatives is the **Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement)**, adopted on 4 March 2018. The Escazú Agreement is an unprecedented treaty that seeks to ensure a healthy environment and sustainable development for present and future generations through more informed, participatory, just and inclusive societies.

To conclude this brief overview, I would like to draw attention to five messages that inspire hope:

- (i) The importance of continuing to focus on equality —not only in terms of poverty, but also of wealth— because inequality conspires against development, rights and democracy.
- (ii) The importance of environmental sustainability as a fundamental component of development strategies and not as an externality, and the importance of moving towards innovation-based

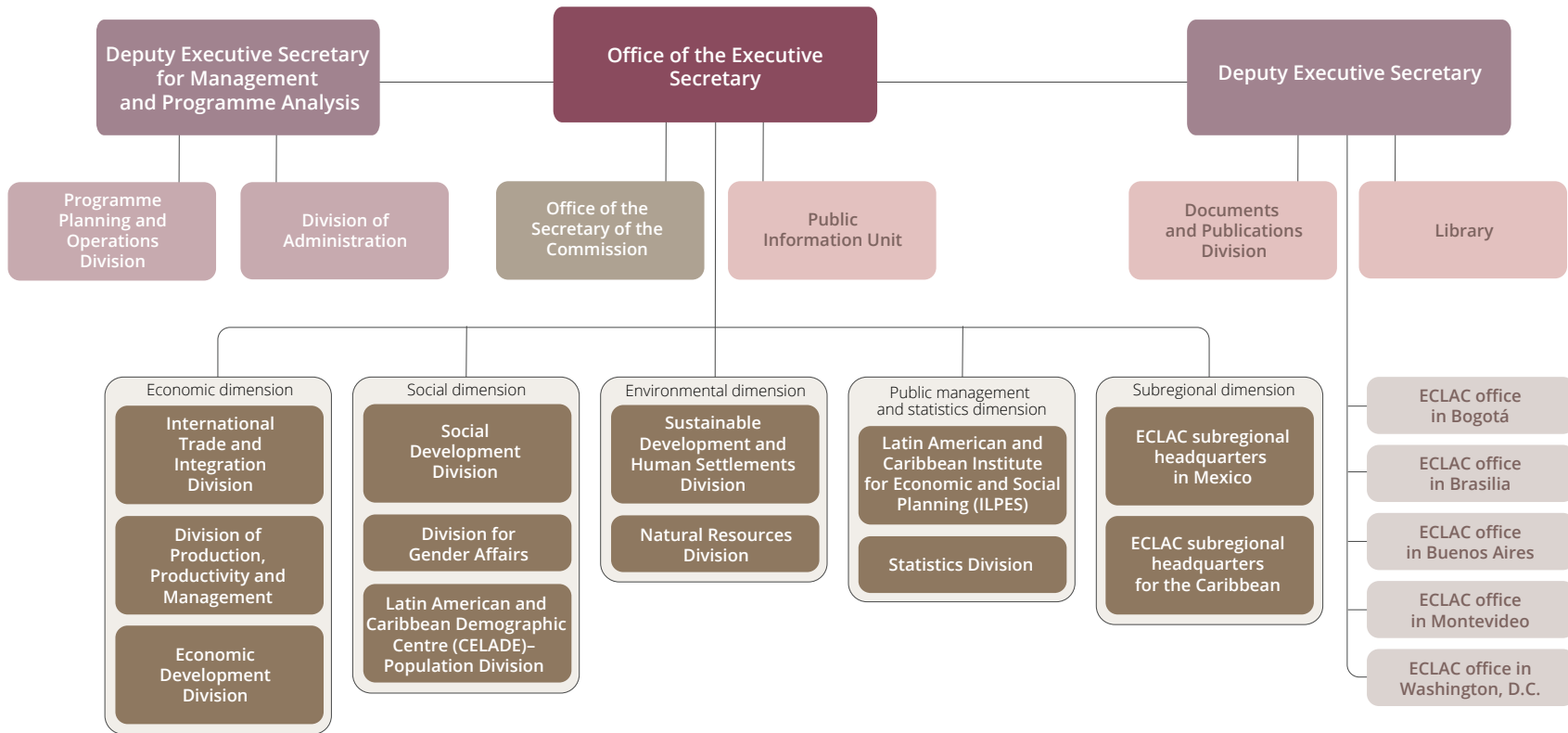
- green and blue industrial policy that creates jobs, reduces environmental footprints and supports sustained growth, as well as more inclusive metrics that reflect the contribution of the environment and the complexity of ecosystems and their services to the economy and well-being.
- (iii) The importance of the role of the State and of public policies, especially fiscal and regulatory policies, as distributive instruments.
  - (iv) The urgency of driving forward regional integration, to participate in multilateralism with a single voice and with pragmatic initiatives that transcend political changes and unite our capacities. Hence the importance of reorienting development with a broad outlook, as the international economic order is reconstructed, with a strong Latin American and Caribbean identity with which to approach the development agenda from the perspective of our region, from the periphery, rebelling against centre-focused thinking. A multilateral system must be supported by greater regional economic integration, a challenge that is central to the ECLAC tradition and that our institution has promoted, both in the field of theory and in the practical implementation of economic integration policies.
  - (v) The importance of gender equality and women's autonomy and the importance of moving towards a care society: a collective responsibility, a society that takes care of the planet, older persons and children, without these tasks falling solely on women.

In this decade and a half, we have shared lessons learned, experiences, successes and mistakes, but above all we have envisioned, from our different starting points, a better future for the peoples of Latin America and the Caribbean and —why not?— also for the whole world, in which equality, sustainability and justice are no longer an unattainable aspiration, but become the common foundation of our coexistence.

In a region that has too often seen its inevitable destiny of integration thwarted, the Latin American and Caribbean people have demonstrated a multilateral vocation and a commitment to the destiny of the whole, which today is more vital than ever.

**Alicia Bárcena Ibarra**

Executive Secretary  
Economic Commission for Latin America  
and the Caribbean (ECLAC)



# Organigram



The Office of the Secretary of the Economic Commission for Latin America and the Caribbean (ECLAC) is multi-systemic in nature, with relationships and responsibilities at the global, regional and local levels, and is responsible for dialogue with multiple stakeholders, both within and outside ECLAC. Within ECLAC, this Office facilitates and supports the Commission's work; externally, it promotes institutional relations and sustains and strengthens the Commission's influence in the region, in line with the strategic vision of the Secretary-General of the United Nations and the Executive Secretary of ECLAC. To this end, it supports the work of the Executive Secretary and the Deputy Executive Secretaries; sustains the operation of the ECLAC intergovernmental system, strengthening the subsidiary bodies and promoting synergy between them; supports the substantive work of the Commission's divisions, subregional headquarters and national offices; maintains the Commission's relations with its member States, its host country, associate members, regional and interregional mechanisms, Resident Coordinators, United Nations system agencies, funds and programmes, civil society, the private sector, parliaments, academia and local governments; and supports inter-agency work through the **Regional Collaborative Platform for Latin America and the Caribbean**. To concretize the multi-stakeholder vocation that gained momentum with the adoption of the 2030 Agenda for Sustainable Development in 2015, actions have been coordinated with civil society, the private sector, academia, parliaments and local governments.

Among the achievements during this period is the work of **the subsidiary bodies of ECLAC**, which make up the regional institutional architecture of the Commission, in coordination with strategic partners of the United Nations system, as a platform for multilateral dialogue and a bridge between the global and national spheres. Of particular note is the establishment and strengthening of subsidiary bodies of ECLAC, such as:

The **Conference on Science, Innovation and Information and Communication Technologies**, established in 2012 by virtue of ECLAC resolution 672(XXXIV), to promote the development and improvement of national policies on science, technology and innovation and those related to the progress of the information and knowledge society.

The **Regional Conference on Population and Development in Latin America and the Caribbean**, created in 2012 by virtue of ECLAC resolution 670(XXXIV), which established that the ECLAC sessional Ad Doc Committee on Population and Development would be renamed the Regional Conference, with the aim of strengthening follow-up on issues related to population and development, international migration, indigenous peoples and Afrodescendent populations, and ageing; at its first meeting in 2013, the Conference adopted the **Montevideo Consensus on Population and Development** followed, subsequently, by the preparation of the **Operational guide for implementation and follow-up of the Montevideo Consensus on Population and Development**.

The **Regional Conference on Social Development in Latin America and the Caribbean**, established in 2014 by virtue of ECLAC resolution 682(XXXV), with the objective of promoting the development of national policies on social development in the region and international, regional and bilateral cooperation on social matters to examine multidimensional poverty and make progress on poverty measurement, inequality and structural gaps, and which adopted the **Regional Agenda for Inclusive Social Development** (Mexico, 2019).

For more than 40 years, the Office of the Secretary of the Commission has supported the Regional Gender Agenda through the **Regional Conference on Women in Latin America and the Caribbean** and the adoption of consensus and other instruments such as the **Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030**, adopted in 2016.

The **Committee on South-South Cooperation**, meanwhile, was renamed the **Regional Conference on South-South Cooperation in Latin America and the Caribbean**, with the aim of leveraging the potential of South-South and triangular cooperation in accelerating progress

towards the Sustainable Development Goals and further reinforcing the capacities and institutional coordination mechanisms needed for developing countries to put in place the necessary tools to provide and receive cooperation. To achieve faster, more effective and efficient regional responses, at its thirty-sixth session, the Committee of the Whole of ECLAC adopted resolution 752(PLEN.36), approving the change and establishing that the first session of the Regional Conference on South-South Cooperation in Latin America and the Caribbean would be held in 2023 on a date to be determined. It is worthy of note that ECLAC is the only United Nations regional commission with a standing intergovernmental body addressing South-South cooperation.

The **Statistical Conference of the Americas** provides technical assistance to countries to strengthen national capacities for the production of SDG indicators, including through the establishment of the Statistical Coordination Group for the 2030 Agenda in Latin America and the Caribbean. At the eleventh meeting of the Conference (November 2021), the countries endorsed guidelines for gender mainstreaming in the working groups of the Conference and invited the working group focal points to follow the recommendations set forth therein for the proper consideration of the gender perspective in the outputs of the Conference.

**The Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)**, which held its eighteenth meeting in 2021, is the body responsible for strengthening planning capacities in the region by invigorating national planning systems, including planning for territorial development, foresight for development, methodologies for evaluating policies and plans, and linking planning, budgeting, and public and private investment.

The **Caribbean Development and Cooperation Committee (CDCC)** of ECLAC is the intergovernmental body that promotes and strengthens cooperation and economic and social integration among Caribbean countries, and fosters cooperation between these and the countries and integration processes of Latin America. Its meetings are attended by the 16 Caribbean member countries and 14 associate members of the Commission. The Committee's prominent outcomes include the launching of the debt-for-climate change adaptation swap initiative and a Caribbean Resilience Fund to address the challenges faced by the Caribbean subregion in relation to its high levels of indebtedness, limited access to concessional external financing and vulnerability to climate change and extreme weather phenomena.

ECLAC also holds intergovernmental meetings, such as:

The **Ministerial Conference on the Information Society in Latin America and the Caribbean**, which in June 2005 adopted the Plan of Action for the Information Society in Latin America and the Caribbean (eLAC 2007) in Rio de Janeiro, Brazil, a cooperation mechanism that has been renewed over the years. It was most recently updated at the Seventh Ministerial Conference on the Information Society in Latin America and the Caribbean, held virtually in 2020, which adopted the **Digital Agenda for Latin America and the Caribbean (eLAC2022)**, which includes eight areas of action—in addition to a specific section on the fight against the COVID-19 pandemic and economic recovery and reactivation—and identifies 39 specific goals for its implementation.

In 2002, ECLAC, in resolution 590 (XXIX), taking into account the Madrid International Plan of Action on Ageing—which states that the regional commissions have responsibility for translating the Plan into their regional action plans—requested the organization of a **Regional Intergovernmental Conference on Ageing and the Rights of Older Persons**, for the purpose of formulating a regional strategy for the implementation of the Plan. The follow-up meetings to the Madrid International Plan of Action on Ageing, held in Santiago (2003), Brasilia (2007), San José (2012) and Asunción (2017), with the participation of governments and civil society organizations, were politically important events for the consolidation of older persons' rights. The next milestones in this process will be the Fifth Regional Intergovernmental Conference on Ageing and the Rights of Older Persons in Latin America and the Caribbean, in 2022, and the fourth review and appraisal of the Madrid International Plan of Action on Ageing, in 2023.

The **Forum of the Countries of Latin America and the Caribbean on Sustainable Development** was established by virtue of resolution 700(XXXVI), adopted at the thirty-sixth session of ECLAC, held in Mexico City in May 2016, as a regional mechanism for the follow-up and

review of the implementation of the 2030 Agenda for Sustainable Development, the SDGs, their targets, the means of implementation and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. In the meetings of the Forum, the Office of the Secretary of the Commission facilitated and promoted the creation of the Mechanism for civil society participation in the sustainable development agenda and in the Forum of the Countries of Latin America and the Caribbean on Sustainable Development as an institutional space for participation and decision-making by and for the region's civil society organizations. Thus, since its inception, the Mechanism has facilitated civil society participation in the Forum, as well as in other processes and agendas related to sustainable development and the 2030 Agenda, and has coordinated the delivery of civil society input for political processes related to the sustainable development agenda in the region. The Mechanism was established during the third meeting of the Forum in 2019, following a participatory process of dialogue that had been ongoing since the first meeting of the Forum in 2017. In the document of intergovernmentally agreed conclusions and recommendations of the fourth meeting of the Forum in 2021, the member countries commended the Forum for providing useful opportunities for sharing of best practices among stakeholders in the peer learning sessions on institutional arrangements, national measurements and challenges and priorities, challenges in the Caribbean, participatory approaches to implementing the 2030 Agenda, platforms for follow-up to the SDGs, continuity in the implementation of the 2030 Agenda, institutional framework, planning and budgeting for the 2030 Agenda, implementation of the 2030 Agenda at the subnational level, statistical capacities, and measurement and georeferencing. Also noteworthy was the broad participation by foreign ministers from the countries of the region during the fifth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development (San José, 7–9 March 2022) in the dialogues on progress and regional challenges in relation to the 2030 Agenda for Sustainable Development and on an innovative agenda for financing for recovery, as well as by representatives of development banks.

The first meeting of the **Conference of the Parties to the Escazú Agreement** will be held in April 2022. The **Regional Agreement on Access to Information, Public Participation and Access to Justice in Environmental Matters in Latin America and the Caribbean**, which entered into force on 22 April 2021, is the first treaty on environmental matters in the region and the first in the world to include provisions on human rights defenders in environmental matters. The Escazú Agreement, which was adopted in Costa Rica on 4 March 2018 and negotiated by the countries of the region with the participation of civil society and the general public, confirms the importance of the regional dimension of multilateralism for sustainable development. The Office of the Secretary of the Commission supported the negotiation process at the nine meetings of the negotiating committee established in 2014.

During the thirty-seventh session of ECLAC (Havana, 2018), the Executive Secretary launched the **Caribbean First** strategy to address the specific challenges faced by the small island developing States of the Caribbean. In order to ensure timely and urgent attention for the needs of this subregion, the Office of the Secretary of the Commission works to strengthen the initiative and facilitate dialogue. Since the implementation of the strategy, the participation of Caribbean countries and associate members in ECLAC meetings and conferences has tripled. At the fourth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development (2021), and again at the fifth meeting of the Forum (2022), a specific segment was organized for associate members.

With respect to the **repositioning of the United Nations development system**, the Office of the Secretary of the Commission forms part of the Joint Secretariat of the Regional Collaborative Platform, together with the Development Coordination Office and the United Nations Development Programme (UNDP). In this role, the Office has facilitated the consolidation of the architecture of the Regional Collaborative Platform and its various core operational mechanisms: the issue-based coalitions and thematic working groups and the **Regional Knowledge Platform on the 2030 Agenda in Latin America and the Caribbean (SDG Gateway)**. It has coordinated all the Platform's meetings with regional directors, Resident Coordinators and other relevant stakeholders of the United Nations system in the region. The 2020 and 2021 system-wide results reports of the

United Nations development system in Latin America and the Caribbean and the 2021 and 2022 work plans of the Regional Collaborative Platform have been prepared. The main duties of the Joint Secretariat are to: (i) provide support to the Platform's Chair and Vice Chairs and its members; (ii) assist in the preparation, implementation and follow-up of the Platform's annual work plan; (iii) support the organization of the Platform's meetings and keep records of its proceedings; and (iv) facilitate discussions and information-sharing among the members of the Platform and prepare progress reports and other ad hoc reports as requested by the Chair or the Vice Chairs.

ECLAC has been a pioneer in **disaster assessment**, the development of a methodology for this purpose and its dissemination. The assessment includes both the estimation of the effects of a disaster on assets (damage) and on flows (losses and additional costs), in addition to the economic, social and environmental impacts. ECLAC has conducted more than 120 assessments of the social, environmental and economic effects and impacts of disasters —two of them epidemics— in 28 countries in the region. Based on these experiences, ECLAC has published the **Handbook for Disaster Assessment** (the latest edition in 2014). Since 2015, ECLAC has led 16 assessments applying the Damage and Loss Assessment (DaLA) methodology and has participated in four others. The Office of the Secretary of the Commission coordinates missions in this area, as well as political relations with United Nations agencies, governments and Resident Coordinators. Likewise, the DaLA methodology has been disseminated through in-person and online courses. Since 2014, over 60 courses have been delivered, both face-to-face and remotely, for public officials from 21 Latin American and Caribbean countries, as well as staff of the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Pan American Health Organization (PAHO) and the United Nations Office for Disaster Risk Reduction (UNDRR).

At its **twenty-ninth meeting**, held in December 2020, the **General Assembly of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean (MINURVI)**, created a technical secretariat whose operation was assumed jointly by ECLAC and UN-Habitat. Agenda priorities were defined during the recent period and priorities for the formulation of a sustainable recovery agenda with equity and sustainability post-COVID-19.

As mentioned above, the Office of the Secretary of the Commission maintains political relations with ECLAC member States and associate members. It is responsible for communications with foreign ministries, ministries and embassies, as well as for the exchange of notes verbales and other communications of a political, legal and protocolary nature. An important counterpart is the government of the host country, especially for accreditation of staff and the issuance of visas. The Office of the Secretary of the Commission also maintains relations with the agencies, funds and programmes of the United Nations system in the region. Among its responsibilities are the coordination of inter-agency activities, the participation and representation of agencies, funds and programmes in ECLAC intergovernmental meetings, and aspects related to the Joint Secretariat of the Regional Collaborative Platform through weekly meetings and support for the Platform's Vice Chairs.

Other important counterparts are intergovernmental organizations, regional and subregional mechanisms for dialogue and political coordination and integration, such as CELAC, the Andean Community, the Pacific Alliance, the Association of Caribbean States, the Caribbean Community (CARICOM), the Organization of Eastern Caribbean States (OECS), the Latin American Integration Association (LAIA), the Southern Common Market (MERCOSUR), the Latin American and Caribbean Economic System (SELA) and the Central American Integration System (SICA).

## Opportunities and challenges for the 2022–2024 period

- To strengthen integration processes in Latin America and the Caribbean and the region's participation in interregional and global political dialogues.
- To foster South-South cooperation and forge common regional positions in multilateral forums and global conferences, particularly by consolidating the Regional Conference on South-South Cooperation in Latin America and the Caribbean, which will hold its first meeting in 2023.



- To strengthen the Commission's convening capacity as an intergovernmental platform for policy advice and dialogue, taking into account the electoral calendar of the region (Costa Rica, Colombia, Brazil and Haiti in 2022; Guatemala, Argentina, Paraguay, Antigua and Barbuda, Cuba and Grenada in 2023; Mexico, El Salvador, Panama, the Dominican Republic, Uruguay, the Bolivarian Republic of Venezuela and Dominica in 2024).
- To support the Chair of ECLAC, which role Argentina will assume for two years beginning in October 2022, at the thirty-ninth session of the Commission

## Annex

### Composition of the presiding officers of the subsidiary bodies of ECLAC, February 2022

| Conference   | Presiding Officers/<br>Executive Committee | Chair  | Vice-Chairs   |
|--|--|--|---|
| Regional Conference on Women in Latin America and the Caribbean  | Presiding Officers                         | Chile<br>(Argentina as of November 2022)                 | Antigua and Barbuda, Argentina, Bolivia (Plurinational State of), Brazil, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Grenada, Haiti, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Vincent and the Grenadines, Suriname, Uruguay |
| Regional Conference on Population and Development in Latin America and the Caribbean                               | Presiding Officers                         | Peru<br>(Plurinational State of Bolivia as of June 2022) | Argentina, Brazil, Bolivia (Plurinational State of), Costa Rica, Cuba, Dominican Republic, Grenada, Guyana, Jamaica, Mexico, Suriname, Uruguay, Venezuela (Bolivarian Republic of)  |
| Regional Conference on South-South Cooperation in Latin America and the Caribbean (first meeting in 2023)          | Presiding Officers                         | To be elected in 2023                                    | Argentina, Cuba, Jamaica, Mexico, Peru  |
| Statistical Conference of the Americas   | Executive Committee                        | Argentina  | Canada, Colombia, Dominican Republic, Grenada, Italy, Jamaica   |
| Regional Council for Planning  | Presiding Officers                         | Panama   | Dominica, Dominican Republic, Ecuador, Guatemala, Jamaica, Paraguay (Chile, host country)   |
| Caribbean Development and Cooperation Committee (CDCC)   | Monitoring Committee                       | Saint Vincent and the Grenadines                         | British Virgin Islands, Cuba, Dominica, Montserrat  |
| Regional Conference on Social Development in Latin America and the Caribbean                                       | Presiding Officers                         | Antigua and Barbuda                                      | Bahamas, Barbados, Chile, Costa Rica, Dominica, Paraguay, Uruguay   |
| Conference on Science, Innovation and Information and Communications Technologies                                  | Executive Committee                        | Argentina  | Costa Rica, Guatemala, Mexico, Saint Vincent and the Grenadines   |
| <b>Other meetings</b>  |  |  |   |
| Ministerial Conference on the Information Society in Latin America and the Caribbean                               |  | Ecuador  | Argentina, Brazil, Chile, Costa Rica, Dominican Republic, Mexico, Peru, Trinidad and Tobago, Uruguay  |
| Forum of the Countries of Latin America and the Caribbean on Sustainable Development                               |  | Costa Rica<br>(Argentina as of September 2022)           |   |
| Meetings relating to the Escazú Agreement  |  | Costa Rica   |   |
| Regional Intergovernmental Conference on Ageing and the Rights of Older Persons in Latin America and the Caribbean |  | Paraguay<br>(Chile as of 2022)                           |   |



## International Trade and Integration Division

2008–2022

From 2008 to 2022, the International Trade and Integration Division helped to position ECLAC as a reference point on trade and physical integration issues, by reaching out to all the regional integration mechanisms across Latin America and the Caribbean (CARICOM, the Association of Caribbean States (ACS), the Central American Integration System (SICA), the Andean Community, MERCOSUR, the Pacific Alliance, the Latin American Integration Association (LAIA), and CELAC) and by raising awareness of the importance of intraregional trade in terms of its high manufacturing content, its potential to develop industrial capacities, increase the diversification of export baskets, foster participation of small and medium-sized enterprises (SMEs) and women exporters, and more recently develop the health industry and digital trade to support a more sustainable and resilient recovery. It has also promoted the convergence agenda of integration mechanisms, especially between MERCOSUR and the Pacific Alliance.

The Division has helped make ECLAC the point of reference for the region's second most important trading partner, China, providing ideas for developing areas of cooperation between Latin America and the Caribbean and that country with a view to more sustainable and reciprocal economic relations. In broader economic relations, ECLAC has also been a point of reference for analysis of the advantages and challenges of the Trans-Pacific Partnership and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership.

The annual report *International Trade Outlook for Latin America and the Caribbean* has been the leading tool for trade monitoring and regional analysis, and enjoys prestige with government institutions, in technical and academic circles and among the general public. The topics the report has addressed include: the 2009 financial crisis and its impact on regional trade and regional integration; the rise of China as a major actor in international trade; globalization tensions; analysis of the structure of regional trade; regional integration and value chains; the challenges posed by the rise of mega trade negotiations; the COVID-19 crisis and its impact on trade and strategic sectors, such as health care, and the circular economy. To complement the analysis, manuals have been prepared on trade indicators, analysis of micro-, small and medium-sized enterprises (MSMEs), trade in services and the balance of payments, trade impact assessments, and economic analysis based on input-output tables; the databases of the Interactive Graphic System for International Trade Data (SIGCI) and CEPALIT have been managed, along with the database of the Latin America - Asia Pacific Observatory, and information was added to CEPALSTAT; the *Statistical Bulletin: International Trade in Goods in Latin America and the Caribbean* was published, and national and subregional input-output tables were prepared (for the Andean Community, MERCOSUR, the Pacific Alliance and 18 countries of the region) and a global input-output table for 78 countries.

The **technical assistance** provided included an evaluation of the effects of the customs union between the countries of the Northern Triangle of Central America; support for the MERCOSUR Business Forum; assistance to CELAC in trade negotiations, value chains, SMEs, the health sector; and impact assessments and advisory services for various governments (including Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Peru and the Plurinational State of Bolivia), as well as the Central American Common Market.

In the area of strengthening **regional physical integration**, developing economic infrastructure, and achieving more resilient and sustainable logistics and mobility, a proposal was put forward for a regional framework policy on logistics and mobility for the seven Central American countries; technical assistance was provided to regional physical integration organizations (ACS, the Andean Community, the Union of South American Nations (UNASUR), the Secretariat for Central American Economic Integration (SIECA), the Mesoamerican Integration and Development Project); a port and maritime strategy was formulated for the wider Caribbean region, along with a regional ferry network, and a logistics observatory. In addition, support was provided for the countries' policies on public infrastructure and transportation, through a proposal for an integrated and sustainable logistics and mobility policy; a river classification and promotion of river transport in South America

as part of a sustainable regional transport policy; support for port concession processes in Chile, Colombia, the Dominican Republic, Ecuador and El Salvador, and port policies in Argentina, Colombia and the Dominican Republic; calculation of emissions from international shipping; analysis of the development of new sustainable mobility technologies —airships and electric river vessels— and studies on energy efficiency in ports; calculation of transport emissions from international trade in Latin America; design of a protocol for cross-border transport between Haiti and the Dominican Republic and a study on cold chains for COVID-19 vaccines.

Initiatives to support **governance of natural resources and infrastructure** include the Governance Week on Natural Resources and Infrastructure, which brought together at ECLAC headquarters more than 25 ministers and vice-ministers, and over 200 senior government officials from sectors such as mining, transportation, energy, public works, water and sanitation, along with agencies, multilateral organizations and the private sector to foster intersectoral dialogue to promote governance of natural resources and infrastructure for more sustainable development.

Each of the units of the Division and their key priorities are outlined below:

The **Regional Integration and Trade Unit** monitors the sector-level impacts on trade and employment of all integration mechanisms, including identifying strategic sectors for sustainable recovery (such as pharmaceuticals, medical equipment, agro-industry and electromobility). Two of the projects that the Unit is implementing support these interventions: (i) the joint project with the European Commission development in transition facility “Fostering sustainable development models in the countries of Latin America: A multidimensional approach to the post-COVID-19 world” and (ii) Cluster 3 on Regional Integration and Productive Development of the project “Inclusive and sustainable smart cities in the framework of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean”, implemented in cooperation with the Federal Ministry for Economic Cooperation and Development of Germany (BMZ) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). For 2022, the Unit has scheduled a series of seminars to promote sustainable recovery in mature strategic sectors, based on application of facilitation measures, regulatory convergence, intensive use of digital media, and above all the inclusion of SMEs in intraregional trade.

The priority of the **Sustainable Trade Unit** is to foster the contribution of trade to the different dimensions of sustainable development, by promoting gender equality in trade, analysing the contribution of trade flows to climate change mitigation, reducing the environmental footprint, pursuing a transition to the circular economy, and including SMEs in international trade. To promote the contribution of trade to sustainable recovery, the Unit focuses on advocating cross-border trade in digital goods and services and analysing the opportunities this creates for women and SMEs.

The **Infrastructure Services Unit** analyses the workings of distribution chains for COVID-19 vaccines including cold chains, support to landlocked countries and inland regions, the monitoring of road safety policies, patterns in shipping and logistics markets that could be hindering post-pandemic recovery, and infrastructure investment policies.

Key strategic partners include:

At the **government** level, ministries of trade, economic affairs, foreign affairs and transportation, and the central banks and statistical offices of all the countries in the region. The Division also has close relationships with **integration mechanisms**: ACS, the Andean Community, MERCOSUR, LAIA, CELAC, SIECA, and the coordination bodies that report to the secretariats of the integration mechanisms, such as the Regional Centre for Promotion of Micro-, Small and Medium-sized Enterprises (CENPROMYPE) and the SIECA Directorate-Centre of Studies for Economic Integration (CEIE).

Within the **United Nations system**, the Division has close relations with the other regional commissions —the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Africa (ECA), the Economic Commission for Europe (UNECE) and the Economic

and Social Commission for Western Asia (ESCWA)— and with the Department of Economic and Social Affairs (DESA), the United Nations Conference on Trade and Development (UNCTAD), the International Trade Centre (ITC), the Food and Agriculture Organization of the United Nations (FAO) and the World Trade Organization (WTO). It also has links with **other international organizations** such as the Organisation for Economic Co-operation and Development (OECD), the Development Bank of Latin America (CAF), the Inter-American Development Bank (IDB) and the Asian Development Bank (ADB).

**Another set of institutions** with which the Division cooperates includes trade promotion agencies, the Central American Commission on Maritime Transport (COCATRAM), the Caribbean Shipping Association (CSA), the Inter-American Committee on Ports (CIP), GIZ, the Latin American and Caribbean Network of Fair Trade Small Producers and Workers (CLAC), the Konrad Adenauer Foundation, the Commonwealth Secretariat, the Carolina Foundation, the Latin American and Caribbean Parliament, the Forum for East Asia-Latin America Cooperation (FEALAC) and the Government of the Republic of Korea.

## Opportunities and challenges for the 2022–2024 period

- The post-pandemic recovery offers opportunities and poses challenges in the areas of trade, integration and infrastructure. It will be important to take advantage of the interest in deepening integration among the countries of the region and integration mechanisms, as the basis for a more sustainable and resilient post-pandemic recovery. The Division's recent work has highlighted opportunities in strategic sectors such as pharmaceuticals; manufacturing linked to electromobility and cleaner production systems; and promoting growth through investment in infrastructure and technological development in logistics and mobility. E-commerce and modern services, in a wider sense, offer opportunities because of the boom in this type of commerce during the pandemic and the development of technologies and supporting infrastructure. Global trends toward regional integration could present opportunities for increased investment and trade if nearshoring projects materialize. A critical issue is gender mainstreaming in trade policy and the Division will continue to play a key role in providing technical assistance in this area.
- The main challenge the region faces is overcoming the structural lag that results in a bias towards production and trade of commodities. Breaking this inertia of dependence on static comparative advantages is a persistent challenge. ECLAC has been able to highlight the absence of productive linkages between the largest economies, primarily Mexico and Brazil. This lack of coordination and of shared interests in the development agendas of these economies has prevented the technological development and accumulation of knowledge found in some sectors of the two economies from strengthening and expanding to the rest of the region. Progress in promoting sustainable development and greater inclusion would be easier if the region were to move towards integration with a convergence process that includes all its countries. The repercussions of supply chain problems, in terms of rises in ocean freight rates and inflation have driven the Division to further analyse market structures and regulations in the shipping and port sector, which are often marked by oligopolistic practices. These issues will be the subject of in-depth analysis in the International **Trade Outlook for Latin America and the Caribbean, 2022**.



Division of **Production, Productivity and Management****2008–2022**

The Division of Production, Productivity and Entrepreneurship Development championed and reinforced the idea that successful development experiences have entailed intensive processes of structural change, which do not spring naturally from capital accumulation or market signals. To overcome low-growth and innovation traps, public policies in different areas need to be coordinated and integrated (promoting growth and economic stability; diversifying the production structure; promoting investment, exports and innovation; guaranteeing social protection; combating inequality; and protecting the environment). These ideas have contributed to formulating the institutional narrative reflected in the documents that arose from recent ECLAC sessions. In the area of digital transformation and development, capacities were built for understanding and analysing the contribution of digital technologies to economic growth, productive sustainability and social inclusion through the exercise of fundamental rights. In addition, progress was made in relation to the latest trends in information and communications technology (ICT) in areas such as broadband, industrial Internet, Industry 4.0, and fifth-generation mobile communications (5G). The European Commission Alliance for the Information Society (@LIS) (2005–2013) was fundamental in that regard, enabling mainstreaming and consolidation of digital issues in regional discussions on development through strengthening of the Digital Agenda for Latin America and the Caribbean (eLAC) and systematization of information on digital transformation.

Since 2016, together with the European Union and the Organisation for Economic Co-operation and Development (OECD), ECLAC has promoted an agenda of dialogue on development in transition. This initiative —concerning the dynamic, multidimensional and interconnected nature of development processes— has reinforced the universal and cohesive vision of the 2030 Agenda for Sustainable Development, whereby no country or region is detached from a global and specific discussion on development that engages everyone.

The Division has contributed to formulation and implementation of productive, technological, digital and innovation strategies, agendas and policies for regional blocs (Pacific Alliance, MERCOSUR and Mesoamerica), individual countries (Argentina, Chile, Dominican Republic, Ecuador, Mexico and Uruguay) and subnational governments in Argentina, Chile and Colombia. Through technical assistance projects, the Division has built the capacities of public and public-private institutions that promote productive development at the national and subnational levels, supporting the formulation and implementation of industrial strategies and policies to foster development of productive chains, clusters, territorial productive systems, business networks and suppliers in several countries in the region, including Argentina, Chile, Colombia, Costa Rica, Ecuador, Panama and the Plurinational State of Bolivia.

Since 1995, the Division has prepared the periodic report ***Foreign Direct Investment in Latin America and the Caribbean***, which examines global and regional patterns in foreign direct investment (FDI) and makes recommendations to ensure that such flows contribute to the region's productive development. Since 2012, ECLAC has published, together with OECD, CAF and the European Union, the ***Latin American Economic Outlook***, which has contributed to definition of public policy agendas for sustainable development in the region. Joint publications with other international organizations have disseminated the structuralist and comprehensive vision of development in world forums. In addition, since 1990 it has published the **Production Development series** of publications on topics related to areas such as industrial development policy, business strategies, small and medium-sized enterprises (SMEs), FDI, the information society and production policies at the subnational level.

The Division's databases and observatories include the **Regional Broadband Observatory (ORBA)**, which provides information to support public policies on connectivity and delivers updated information to CEPALSTAT on the average download speed of mobile and fixed broadband, the percentage of households with Internet access, the percentage of households with mobile and fixed broadband subscriptions, and the percentage of people using the Internet. Another important tool is the **Regional Observatory for Digital Development**, which was created in 2020 and provides metrics to understand digitalization trends in the region, based on traditional statistics and on big

data tools. This Observatory supports policymaking to close structural gaps in productivity and social inclusion through digital development. In addition, a database of subnational production and per capita production accounts is being developed for 11 countries in the region and a vaccine observatory has been built—which is not publicly accessible—that is essential for monitoring of the situation marked by the pandemic.

The Division is also responsible for organizing the **Ministerial Conference on the Information Society in Latin America and the Caribbean**. Since 2000, a regional dialogue has been taking place to design and implement programmes for access to and use of ICT and, within this framework, the **Digital Agenda for Latin America and the Caribbean (eLAC)** was drafted. The seventh Conference was held in a virtual format in November 2020 and was chaired by Ecuador. The Conference promotes regional dialogue and cooperation by bringing together government authorities, experts and representatives of the private sector and civil society and aims to promote the development of the region's digital ecosystem through integration and cooperation, strengthening digital policies that foster knowledge, inclusion and equity, innovation and environmental sustainability. Another forum is the **Conference on Science, Innovation and Information and Communications Technologies**, a subsidiary body established in response to the growing importance and cross-cutting nature of knowledge and innovation for development, whose main objective is to draft an agenda on this subject for the countries of Latin America and the Caribbean. Three Conferences were held between 2012 and 2022, most recently in December 2021, chaired by Argentina.

Key spaces for learning include the School of Latin American Development Studies and the Summer School on Innovation and New Technologies. Thanks to its consistency, since 2000 the School of Latin American Development Studies has established itself as a space for creating knowledge and discussion for new generations of development researchers in the region. More than 450 students have participated in its activities, many of whom occupy important positions in academia and in governments in the countries of the region and the rest of the world. The Summer School was established in 2014 to train government officials from the region on issues related to the development of new technologies and their impact on economic growth and social inclusion.

The COVID-19 pandemic has made the structural heterogeneity of the region more evident and has amplified economic, social and environmental tensions. In the arena of production, the context calls for urgent action to mitigate capacity destruction, without neglecting the need for a sustained increase in productivity, formation of productive linkages, increased learning, and generation and dissemination of innovations. Against this backdrop, the Division has continued to expand its knowledge of the productive structures and dynamics of economic agents (micro-, small and medium-sized enterprises (MSMEs), large groups and transnational enterprises), the evolution of institutional frameworks and national and subnational strategies for productive development, and the design of policies with a sustainable transformation perspective. At the request of the President Pro Tempore of the Community of Latin American and Caribbean States (CELAC), the Division worked to identify capacities to produce and distribute vaccines and medicines in the countries of the region. The insights gained were a central element of the **Plan for self-sufficiency in health matters in Latin America and the Caribbean: Lines of action and proposals**, which highlights that supply chain disruption during the pandemic exposed the weaknesses of the health industry and its high dependence on imports from outside the region. Moving towards greater resilience and self-sufficiency in health to be better prepared for future emergencies not only requires building scientific, technological and productive national capacities in the health industry or creating new capacities, but also concerted efforts and integration initiatives at the regional level.

The pandemic has imposed the need for physical distancing and, as a result, online interaction channels have been key to maintaining some level of activity, which has boosted the use of digital solutions. There has been a significant increase in traffic on websites and applications for teleworking, tele-education and online shopping. The Division has improved its ability to monitor and anticipate these changes by exploring new forms of measurement, such as big data analytics. In monitoring new technologies (artificial intelligence, Internet of things, 5G), the focus has been on opportunities



for value creation and the undesirable effects in areas such as security, data protection, privacy, competition and harmful or illegal content. With regard to strengthening institutional capacities to design digital policies, the Division has supported countries in the region with development of national digital agendas, sectoral digital transformation strategies (for example in agrotechnology, advanced manufacturing technology and e-government) and subregional cooperation and convergence strategies (regional digital market in the Pacific Alliance, MERCOSUR digital agenda and Mesoamerica digital agenda).

In light of the current situation, the Division, following consultation with the countries of the region, presented the biennial programme of regional and international cooperation activities for 2022–2023 on science, innovation and information and communications technologies, in order to create cooperation spaces to improve the positioning of science, technology and innovation policies with a view to fostering dynamic sectors that lay the foundations for more sustainable and inclusive development. The programme is organized around three strategic objectives: (i) strengthening public institutions to support the development of science, technology and innovation; (ii) improving the linkage of science, technology and innovation policies with the region's strategic challenges; and (iii) fostering regional and international cooperation in science, technology and innovation.

## The main counterparts and strategic partners of the Division include:

### Government entities:

- Ministries of economic affairs, industry and production
- Science, technology and innovation ministries and agencies
- Ministries of telecommunications and new technologies
- Institutions specialized in productive development at the national or subnational level
- Agencies that promote investment and foreign trade

### Entities of the United Nations system:

- United Nations Conference on Trade and Development (UNCTAD), on issues related to investment, trade and development
- Department of Economic and Social Affairs (DESA) of the United Nations, in response to COVID-19
- United Nations Industrial Development Organization (UNIDO), on issues related to industrial development
- United Nations Educational, Scientific and Cultural Organization (UNESCO), on issues related to knowledge and innovation

### Private sector associations:

- Co-operatives of the Americas (Regional Office of the International Co-operative Alliance)
- Technology centres (Technology Institute Network of the Valencian Community (REDIT), Industry 4.0 Centre of the University of Concepción (Chile))
- Chambers of commerce and industry

### Donors:

- European Union
- Federal Ministry of Economic Cooperation and Development (BMZ) of Germany/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

### Key partners in the Digital Agenda for Latin America and the Caribbean:

- Association for Progressive Communications (APC)
- Alliance for Affordable Internet (A4AI)
- Inter-American Association of Telecommunication Enterprises (ASINET)
- GSMA Association
- Latin American Internet Association (ALAI)
- Latin American and Caribbean Internet Addresses Registry (LACNIC)
- Internet Corporation for Assigned Names and Numbers (ICANN)

- Internet & Jurisdiction Policy Network
- Regional Center for Studies on the Development of the Information Society (Cetic.br) of Brazil
- Development Bank of Latin America (CAF)

**International institutions:**

- Organisation for Economic Co-operation and Development (OECD)
- OECD Development Centre
- Development Bank of Latin America (CAF)

## Opportunities and challenges for the 2022–2024 period

- Increasing interaction with the ministries of economic affairs, industry, science and technology and others directly related to industrial and technological policies, for example through use of different mechanisms for policy dialogue, such as eLAC, the Conference on Science, Innovation and Information and Communications Technologies, and the Ministerial Conference on the Information Society in Latin America and the Caribbean.
- Improving, from an analytical point of view, the linkages between the dimensions of industrial policy (such as science, technology and innovation, FDI, international trade, competition policies, and digital technologies).
- Strengthening spaces for dialogue and cooperation with the governments of the region in areas such as productive development, sustainable innovation, new technologies for inclusion, governance of digital platforms and green industrial policies.
- Operationalizing the big push for sustainability in policymaking to support the productive sector.
- Strengthening the technical secretariat of the Digital Agenda for Latin America and the Caribbean and implementation of its programme of activities.
- Organizing the eighth Ministerial Conference on the Information Society in Latin America and the Caribbean.
- Supporting formulation of the digital agendas of the subregional blocs (Pacific Alliance, MERCOSUR and the Andean Community).
- Consolidating issues related to the digitization of companies, data protection and cybersecurity in the region's agendas.
- Holding training activities through the School of Latin American Development Studies and the Summer School on Innovation and New Technologies.
- Improving and expanding the generation of digital transformation indicators, using traditional statistics and big data analytics.
- Developing new sources of information for strategic issues such as productivity, employment, technological and digital development, sustainable production processes and subnational economic trends.
- Aligning the Division's priorities with the cooperation projects of donor institutions.

The period from 2008 to 2022 was characterized by high volatility and uncertainty, as a consequence of the global financial crisis and the coronavirus disease (COVID-19) pandemic, among other factors. The Economic Development Division helped to strengthen the position of ECLAC in the analysis of macroeconomic policies and financing for development in the region and adapted its work agenda to the demands faced by the Commission in assessing the impact of crises and contributing to the formulation of policy proposals to overcome them.

The Division's annual reports, which include the *Economic Survey of Latin America and the Caribbean* and the *Preliminary Overview of the Economies of Latin America and the Caribbean*, strengthened the capacities of policymakers in the region to analyse, formulate and implement key public policies relating to macroeconomics for development. Starting in 2013, these reports have been accompanied by the *Fiscal Panorama of Latin America and the Caribbean*, which deepens the analysis of fiscal policy, highlighting the key role that the State must play to drive sustainable and inclusive growth. The Division has also published special reports and other documents with policy proposals and strategies for governments to address crises and foster a sustainable and inclusive development agenda focused on equality. Gender is mainstreamed in the Division's documents, which monitor the situation of vulnerable sectors of society, such as young people, older persons and migrants. The challenges of environmental sustainability and climate change are also incorporated into the design of macroeconomic policies.

In addition, models have been developed for estimating economic growth projections, and they incorporate machine learning techniques with big data into traditional models, making it possible to present growth estimates four times a year. More recently, the Division has begun publishing regional estimates of the main labour market indicators.

The Division has also expanded the creation of spaces for dialogue and the sharing of experiences in macroeconomic issues. The Regional Seminar on Fiscal Policy, the thirty-third edition of which took place in 2021, is the main forum for dialogue on policy in the region. In the framework of the Seminar, the Division convokes meetings of the region's finance ministers. The Division also supports the participation of ECLAC and its Executive Secretary in international forums to act as the voice of the countries of the region in the transformation of the global financial architecture and to advocate for better and greater international cooperation.

The Division has forged and expanded its partnerships with entities of the United Nations system and other international organizations to enhance its analytical capacity in key areas of macroeconomic policy. In this regard, the Division:

- Coordinates the preparation of the twice-yearly report *Employment Situation in Latin America and the Caribbean* together with the International Labour Organization (ILO).
- Is developing a regional exchange platform for development banking with the Latin American Association of Development Financing Institutions (ALIDE).
- Participates and collaborates in various initiatives and organizations, for example in the Inclusive Framework on Base Erosion and Profit Shifting (BEPS) of the Organisation for Economic Co-operation and Development (OECD) and the Group of 20, the United Nations Committee of Experts on International Cooperation in Tax Matters, the United Nations Conference on Trade and Development (UNCTAD) and the United Nations regional commissions on the quantification of illicit financial flows.
- In the framework of the Regional Collaborative Platform for Latin America and the Caribbean, is responsible for the technical leadership of the Issue-based Coalition on Equitable Growth (in collaboration with ILO and UNDP).
- Has helped to advance the global agenda on financing for development through its participation in international and regional financing for development forums.

Participates in forums aimed at evaluating monetary and macroprudential policy actions to mitigate the effects of the crisis and generate proposals to improve the international financial architecture.

Has made progress in the creation of regional statistical public goods that promote the analysis of economic development in the region based on public finance data and labour statistics. In addition, the Division has strengthened its relationship with OECD, the Inter-American Center of Tax Administrations (CIAT) and IDB to provide tax statistics and analysis through the annual report and database *Revenue Statistics in Latin America and the Caribbean*. In addition, the Division and IDB are preparing the “Panorama de las relaciones fiscales entre niveles de gobierno en países de América Latina y el Caribe”, which will be a groundbreaking regional report on subnational public finances. Since 2019, the Division has been working on the collection and analysis of big data from online job vacancies to identify labour market trends in the 33 countries of the region. In addition, in partnership with IDB and ALIDE, a database of the region’s national development banks was developed to facilitate the exchange of knowledge.

Maintains a large and growing portfolio of technical assistance projects involving different donors and sources of financing, such as the United Nations Development Account, the Spanish Agency for International Development Cooperation (AECID), the Federal Ministry of Economic Cooperation and Development (BMZ) of Germany/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the European Union and the Government of Norway.

With regard to the priorities that have guided the Division’s work, the social and economic effects of the pandemic generated strong demand for analysis of macroeconomic trends in the region. The Division leveraged its analytical capacity to respond to these demands with innovative analyses of the labour, monetary, fiscal and development financing policies employed by the countries of the region to address the pandemic, through a close relationship with the United Nations system, macroeconomic policymakers, international organizations and civil society. The macroeconomic effects of the pandemic were analysed and short- and medium-term macroeconomic action agendas were proposed to foster a transformative post-COVID-19 recovery. These analyses were disseminated through forums and continuous contact with government economic authorities, and were included in the editions of the *Economic Survey of Latin America and the Caribbean, the Preliminary Overview of the Economies of Latin America and the Caribbean* and the *Fiscal Panorama of Latin America and the Caribbean* presented between 2020 and 2022, as well as in several editions of the *COVID-19 Special Report*, including the report *An innovative financing for development agenda for the recovery in Latin America and the Caribbean*.

The Division’s **Fiscal Affairs Unit** has organized meetings of ministers of finance within the framework of the Regional Seminar on Fiscal Policy with the objective of sharing experiences in the implementation of fiscal packages to address the effects of the pandemic. The annual *Fiscal Panorama of Latin America and the Caribbean* report has focused on analysing fiscal policy responses and challenges in the effort to maintain an expansionary fiscal policy to boost the economic recovery. This Unit has proposed a fiscal policy agenda that provides countries with options to meet higher spending demands in a context of fiscal sustainability, prioritizing the strengthening of public revenues and improvements in the tax structure in order to avoid contractionary adjustments.

The **Financing for Development Unit** has focused its efforts on developing a financing for development agenda that responds to the region’s long-standing challenges, as well as to the effects of COVID-19. The agenda includes proposals to expand global liquidity through the reallocation of special drawing rights (SDRs), the creation of multilateral funds, financial cooperation among development banks and reform of the multilateral debt architecture, including innovative instruments and the promotion of a multilateral credit rating agency. The Unit also made progress in analysing the response of national development banks to the effects of the pandemic and the challenges in the post-pandemic period, the possibility of collaboration among development banks for an environmental big push, with financial inclusion and a gender perspective, and the strengthening of ECLAC ties with these institutions.

Within the **Employment Studies Unit**, priority has been given to the production and analysis of labour statistics, including the impact of the pandemic on the labour inclusion of workers in the region. This has allowed the development of projections for regional labour markets, in terms of variables such as employment and unemployment levels and rates, the overall participation rate and a breakdown of these variables by gender. Through technical cooperation projects, proposals have been developed to promote employment and decent work by identifying options for measuring and classifying the new jobs that are emerging as technology develops; developing appropriate regulatory frameworks for work mediated by digital platforms that can provide protection for workers and their families; understanding new skill requirements and fostering coordination between actors in the education system and production sectors.

In monetary, exchange-rate and macroprudential matters, the Division prioritizes the identification of strategies and policies to mitigate the impact of the pandemic on growth and employment. To this end, new indicators were developed and databases were improved with greater temporal and spatial coverage, in order to increase the Division's capacity to measure the impact of increased international volatility and the evolution of domestic variables such as inflation trends, prevailing monetary and exchange-rate patterns, exchange-rate trends, the degree of openness of the capital account and existing macroprudential regulations, the space available to public policymakers during the crisis, and the actions taken. In addition, efforts have been made to measure the interaction of monetary and fiscal policies in the determination of variables such as inflation, especially in economies experiencing chronic inflation.

### Key counterparts and strategic partners include the following:

**United Nations system:** Department of Economic and Social Affairs, UNCTAD, regional commissions, UNDP, ILO Office for the Southern Cone of Latin America and FAO.

**Governments:** Government of Argentina (Ministry of Productive Development and Ministry of Labour, Employment and Social Security); Government of Brazil (Ministry of Economic Affairs); Government of Chile (Ministry of Labour and Social Security and National Training and Employment Service); Government of Colombia (Ministry of Labour and National Administrative Department of Statistics); Government of Costa Rica (Ministry of Finance, Ministry of National Planning and Economic Policy, Ministry of Labour and Social Security, and National Institute of Statistics and Census); Government of Cuba (Ministry of Economic Affairs and Planning); Government of Ecuador (Ministry of Labour and National Institute of Statistics and Census); Government of Mexico (Secretariat of Finance and Public Credit, Secretariat of Labour and Social Welfare, and Secretariat of Administration and Finance of Mexico City); Government of the Dominican Republic (Ministry of the Presidency); Government of Uruguay (Ministry of Labour and Social Security); ministries of finance, national development banks, national statistical offices, ministries of labour, and technical education and training agencies.

**International and regional organizations:** International Monetary Fund (IMF), World Bank, IDB, Organisation for Economic Co-operation and Development (OECD), Central American Bank for Economic Integration (CABEI), CIAT, the Council of Ministers of Finance of Central America, Panama and the Dominican Republic (COSEFIN), ALIDE, CAF, Central American Monetary Council (CAMC), the Caribbean Development Bank (CDB) and Latin American Reserve Fund (LARF).

**Cooperation entities:** AECID, European Union, German Agency for International Cooperation (GIZ) and Ministry of Foreign Affairs of Norway.

**Civil society and non-governmental organizations:** Oxfam, Latin American Network on Debt, Development and Rights (LATINDADD), Independent Commission for the Reform of International Corporate Taxation (ICRICT), Center for Global Development (CGD), Regional Programme for social cohesion in Latin America (EUROSociAL) and Ford Foundation.

## Opportunities and challenges for the 2022–2024 period

The region faces major challenges in driving sustainable growth, generating employment, reducing the social costs of the pandemic and promoting environmental sustainability, in an environment of uncertainty as a result of slower global and regional economic growth, reduced macroeconomic policy space and financial volatility. The short- and medium-term economic policy challenges will be focused on the following aspects:

- Promoting growth strategies through productive, labour and care policies, especially for women and young people, with a view to universalizing social protection.
- Improving labour productivity through new tools and methodologies to monitor labour markets, identifying labour market needs and disseminating labour information in order to reduce skills gaps, and promoting national strategies to boost decent work for platform workers.
- Promoting fiscal sustainability, which will require increasing tax revenues by improving the tax burden and tax structure in order to finance growing spending demands. To achieve this agenda, it is necessary to reduce tax evasion, consolidate direct, environmental and digital taxes and review royalties from the extraction of non-renewable resources, in addition to strategically directing public spending towards investment in employment-intensive sectors and environmental sustainability. It is essential to avoid premature fiscal consolidation measures that would slow down the recovery.
- Broadening the spectrum of instruments (monetary, exchange-rate and macroprudential) beyond the interest rate, to address inflationary pressures without undermining the recovery in growth and employment.
- Expanding the toolbox available domestically and internationally with multilateral policies for access to liquidity, financing and debt management to increase fiscal space, through an innovative development financing agenda based on the expansion and redistribution of liquidity from developed to developing countries; strengthening regional cooperation by enhancing the lending and response capacity of regional, subregional and national financial institutions, and strengthening their linkages with multilateral development banks; implementing an institutional reform of the multilateral debt architecture and providing innovative instruments to countries aimed at increasing debt repayment capacity and avoiding debt distress.

In 2014, by virtue of resolution 682(XXXV) of ECLAC and resolution 2014/32 of the United Nations Economic and Social Council, the **Regional Conference on Social Development in Latin America and the Caribbean** was created as a subsidiary body of ECLAC. The first meeting of the Conference was held in 2015 in Lima, and the fourth meeting was held in October 2021 in a virtual format, chaired for the first time by a Caribbean country: Antigua and Barbuda. The Presiding Officers of the Conference have met four times and their fifth meeting will be held in 2022. The **Regional Agenda for Inclusive Social Development** was adopted through resolution 3(III) of the third meeting of the Regional Conference on Social Development in Latin America and the Caribbean, organized by ECLAC and the Secretariat of Welfare of the Government of Mexico and held in Mexico City from 1 to 3 October 2019. The Agenda is a technical and political instrument that intends to enable progress towards implementation of the social dimension of sustainable development and the 2030 Agenda for Sustainable Development.

In 2021, the first **Regional Seminar on Social Development** was held, which will be repeated periodically to discuss and share the work carried out by the Division in relation to strategic themes and projects in different areas of inclusive social development. The theme of the first Seminar, which took place from October 13 to 15, 2021, was “Education in Latin America and the Caribbean: the prolonged crisis as an opportunity for restructuring”, with the participation of UNESCO and the United Nations Children’s Fund (UNICEF). With the support of Norwegian cooperation, the Division’s work in recent years has focused on the link between technical and vocational education and training and the labour market, positioning the topic as a pillar in the regional agenda of Latin America and the Caribbean. The second Regional Seminar on Social Development will focus on social security (pensions and health) and will be held in August 2022.

In the period from 2008 onward, the Division has carried out cooperation projects in the region with UNICEF to make the countries’ management of social policies for children more effective and efficient. This has generated knowledge on child poverty, social protection for children, public investment and analysis of gender and education issues. One of the key outcomes of this cooperation is the **Challenges Newsletter**, 24 editions of which have been published since 2005. The joint events have included the First Regional Dialogue in Latin America and the Caribbean “On the road to equality: 30 years of the Convention on the Rights of the Child”, held in November 2018. Work was also carried out to improve measurement of investment in children, and research was conducted into social protection systems for children and adolescents. In recent years, the cooperation agreement enabled in-depth analysis of diversification of the structure of secondary schooling and educational segmentation in Latin America.

The Division has a long history of working with German cooperation (Federal Ministry for Economic Cooperation and Development (BMZ) of Germany/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)), to address priority issues for the region through interdivisional work. One of the projects with German cooperation comprised work on social institutional frameworks, formulating a conceptual framework with four analytical dimensions (legal-regulatory, organizational, technical-operational and financing), which has contributed to the technical work with the countries and to implementation of social protection and inclusion policies within the framework of the Regional Conference on Social Development in Latin America and the Caribbean and its Regional Agenda for Inclusive Social Development. This also enabled further development of the **Observatory on Social Development in Latin America and the Caribbean**. Over the past few years, work has been performed in the area of social protection and the social impact of the digital revolution. In the context of COVID-19, work with German cooperation has been able to focus on the challenges the pandemic poses for social protection frameworks in the region, including preparation of publications on social protection and the ongoing technical assistance regarding social security records for households in Paraguay.

The Division signed a memorandum of understanding with the World Food Program (WFP) in 2003, which in turn led to the signing of project-specific agreements on research and technical assistance relating to food and nutrition security. In the area of South-South cooperation, the Division has worked with the Economic Commission for Africa and WFP offices in Africa to calculate the cost of undernutrition in 18 countries on the African continent. The work with WFP has focused on analysis of the costs of malnutrition for the countries of Latin America and the Caribbean.

The project with AECID, which aims to analyse the situation and assess social cohesion in Latin America and the Caribbean, is close to completion. As part of this cooperation, the study *Panorama de la cohesión social en América Latina y el Caribe* was conducted.

In the area of social spending, the Division has done extensive work, with important contributions to both functional analysis of social spending and analysis of investment in various areas of public policy. Key projects have covered social protection, culture and childhood.

Between 2008 and January 2022, 14 editions of the flagship publication coordinated by the Division, ***Social Panorama of Latin America*** were published. In addition, the Division has produced 106 editions of *Social Policies* series; 9 ECLAC books; 4 position documents for the Regional Conference on Social Development in Latin America and the Caribbean and 3 documents for its Presiding Officers; 7 *COVID-19 Reports*; 122 project documents; and 18 *Challenge Bulletins*.

### The observatories overseen by the Division are:

- The Observatory on Social Development in Latin America and the Caribbean
- The Youth Observatory for Latin America and the Caribbean (JUVeLAC)

### The databases managed by the Division are:

- Non-contributory Social Protection Programmes Database – Latin America and the Caribbean
- Institutional Framework Database for Social Policy
- Social Development and COVID-19 in Latin America and the Caribbean
- Database on Social Investment in Latin America and the Caribbean

### Other publicly available tools run by the Division include:

- The Social Development Network of Latin America and the Caribbean (ReDeSoc)
- The Online Community of Social Development in Latin America and the Caribbean
- The Social Development Division microsite

In terms of the priorities of the Division's agenda, work has focused on the analysis of social gaps and policy proposals related to the pandemic and its social effects. These issues are examined in depth in the 2020 and 2021 editions of the *Social Panorama of Latin America*. In 2021, the focus was on analysis of poverty and inequality, the pandemic and the resulting widening of structural gaps in the labour market, inequalities in access to health and health systems, inequalities in access to education, pre-existing gaps and emerging responses for social protection, social spending trends and commitments, the strategic importance of the care economy for a recovery with equality, and other topics related to social unrest and its dimensions.

During the two years of the pandemic, the Division has provided countries with tools to respond to the challenges of the crisis, such as a compilation of the social protection measures being applied to address the consequences of lockdowns effectively and efficiently. These included the database of non-contributory social protection measures for the emergency, seminars and workshops, and continued technical assistance, provided remotely to countries in the region, including to Haiti and Paraguay with respect to their social protection programmes.



The Division collaborated in the preparation of the *COVID-19 Special Reports* published by ECLAC in 2020 and 2021. Specific technical notes were also prepared a part of work with strategic partners such as PAHO, ILO, UNESCO and UNICEF. One particularly noteworthy report is “Education in the time of COVID-19”, written jointly with UNESCO, which had been downloaded a total of 489,925 times by December 2021 and was the most downloaded ECLAC publication for 12 months in a row. The series of *COVID-19 Special Reports* published jointly with PAHO (2020 and 2021) are also notable, providing an overview of the situation of health systems in the region, and the challenges for a transformative recovery.

The **fourth meeting of the Regional Conference on Social Development in Latin America and the Caribbean**, held in 2021, focused on the debate on post-pandemic recovery and the challenge of moving towards universal, comprehensive, resilient and sustainable protection systems that will enable greater social and institutional resilience, within a framework of social and fiscal compacts, and that permit responses to the period of crisis and uncertainty the region is facing.

### Key counterparts and strategic partners include:

At the **government** level, the ministries and institutions of social development, and links with these bodies have been strengthened by the work carried out in the framework of the Regional Conference on Social Development in Latin America and the Caribbean. There is a network with the persons responsible for governments’ international relations to follow up the Regional Agenda for Inclusive Social Development and the work of the Regional Conference. There are also links with other government ministries and institutions in charge of social issues, such as education, health, labour and social security.

Within the **United Nations system**, FAO, ILO, PAHO, WFP, the UNDP, the International Telecommunication Union (ITU), UNESCO, the United Nations Population Fund (UNFPA), UNICEF, the Department of Economic and Social Affairs, the Office of the Special Representative of the Secretary-General on Violence against Children (OSRSG-VAC) and the regional commissions. This inter-institutional work has resulted in collaboration and participation in networks, including: the Latin America Kids Online network, in conjunction with UNICEF; the issue-based coalition on youth of the Regional Collaborative Platform for Latin America and the Caribbean, to ensure coordination, collaboration and the best use of the youth-related experience and assets of the United Nations at the regional level; and the United Nations Inter-Agency Network on Youth Development, which coordinates the worldwide actions of the United Nations system on youth. In both the regional and the global groups, the work of the Division is aligned with Youth 2030: The United Nations Strategy on Youth and work of the Envoy of the Secretary-General on Youth. The Division is also represented on the Governing Board of the International Institute for Educational Planning (IIEP) of UNESCO. With the Department of Economic and Social Affairs, work on disability led to capacity-building for generation of information and specific policies for the social and labour inclusion of young people with disabilities.

**Multilateral partners** include: CELAC, the Organization of American States (OAS), MERCOSUR, the Central American Social Integration Secretariat (SISCA) and the Organization of Ibero-American States for Education, Science and Culture (OEI).

### Opportunities and challenges for the 2022–2024 period

- In 2021, five strategic lines were established, based on the work and the expertise of the Social Development Division: (i) social institutional frameworks; (ii) education; (iii) health; (iv) pensions; and (v) labour inclusion. For each of these lines, a strategy will be implemented in the 2022–2024 period on topics to be addressed, events to be held, planned publications, and proposed strategic partners.

- The Division will continue to work to strengthen the Regional Conference on Social Development in Latin America and the Caribbean, with emphasis on social institutional frameworks, drawing on the experience accumulated in this area. During this period, the sixth meeting of the Presiding Officers of the Conference (2022) and the fifth meeting of the Regional Conference on Social Development in Latin America and the Caribbean (2023) will take place. The challenge will be to build and disseminate a narrative for social institutional frameworks that will provide tools to ministries of social development for negotiating public policies.
- In 2022, the Division will organize the second Regional Seminar on Social Development, which will focus on social security (pensions and health) and will be co-organized with ILO and PAHO. The third Regional Seminar on Social Development will be held in 2024 and will be on the subject of labour inclusion.
- The protracted health crisis demands that the Division expand research on short-term and ongoing social protection issues. These include the challenge of further developing the social protection of the future, and examination of information technologies and digital inclusion. The Division has the opportunity to contribute to the discussion on reform of pension and health systems through technical assistance.
- Regarding preparation of the *Social Panorama of Latin America, 2022*, the Division has begun examining the impact of the pandemic on education, given the risk of a “lost generation”.

The Regional Conference on Women in Latin America and the Caribbean is a subsidiary body of ECLAC that, since 1977, has brought together governments, international organizations and civil society organizations, in particular women's and feminist organizations. ECLAC member States have undertaken the commitments set out in the **Regional Gender Agenda**, an ambitious and comprehensive road map for achieving gender equality and women's autonomy and which can be used to develop public policies at the national level, strengthen the bodies responsible for equality in each country, promote forward-looking common regional positions in multilateral forums, in particular in the Commission on the Status of Women, and follow up on the 2030 Agenda for Sustainable Development. Since its fourteenth session, held in Santiago in 2020, the Regional Conference has been organized in coordination with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). At each session of the Regional Conference, ECLAC presents a position paper that contains data and thinking with a view to achieving gender equality, guaranteeing the rights and the economic, physical and decision-making autonomy of Latin American and Caribbean women, and overcoming the structural challenges of gender inequality. In February 2021 and January 2022, in the framework of the sixtieth and sixty-second meetings of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean, ECLAC and UN-Women co-organized special regional consultations prior to the sessions of the Commission on the Status of Women, to establish a common regional position for international forums.

Noteworthy publications from the period in review include the position papers presented at the sessions of the Regional Conference, the **Regional report on the review of the Beijing Declaration and Platform for Action in Latin American and Caribbean countries, 25 years on** and the publications of the **Gender Equality Observatory for Latin America and the Caribbean**. The Observatory has been online since 2009, as agreed in the Regional Gender Agenda (Quito Consensus, 2007), and is managed by the Division for Gender Affairs, which updates key indicators —such as total work time and femicide or feminicide— and regulatory repositories, as well as disseminating progress on public policies for gender equality. ECLAC is a model for the region as regards the dissemination of analysis of areas such as the sexual division of labour, time use and femicidal violence. Governments, United Nations entities, international organizations and cooperation partners such as AECID all contribute to the Observatory.

The Commission has consolidated the **repository of information on time use in Latin America and the Caribbean** over the past few decades. With technical assistance from ECLAC, 23 countries in the region have conducted at least one time-use measurement. In addition, 10 countries have put an economic value on households' unpaid work and 4 have calculated the satellite account of that work. This allows the contribution made by women to the economy through unpaid work to be recognized and to be incorporated into macroeconomic analysis. At its eleventh meeting, the Statistical Conference of the Americas adopted as a regional standard the *Methodological guide on time-use measurements in Latin America and the Caribbean*, which will allow comparable statistics of the highest quality standards to be generated.

The Division also carries out technical assistance missions to member States, horizontal and triangular cooperation with the support of ECLAC strategic partners such as AECID, the Federal Ministry of Economic Cooperation and Development (BMZ) of Germany/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the European Commission, the Government of Norway, the Open Society Foundations, UN-Women and UNFPA, and intra- and interregional exchanges in the following areas:

- Production and use of gender statistics for the design and implementation of public policies on gender equality
- Design and costing of national and subnational care systems
- Measurement and definition of femicide/feminicide, one of the prime indicators of women's lack of physical autonomy

In addition to offering online courses, the Division carries out capacity-building activities at the request of government agencies and technical teams, providing tools for mainstreaming policies intended to achieve substantive equality with sustainability.

One of the Division's priorities is maintaining the gender section of the **COVID-19 Observatory in Latin America and the Caribbean** launched by ECLAC. The section, which is updated by the Division in coordination with UN-Women, provides information on the gender measures taken by countries to address the pandemic.

ECLAC has called for a transition to a care society, to move towards a transformative recovery with equality and overcome the structural challenges of inequality—such as the sexual division of labour and the unfair social organization of care—and for implementation of comprehensive care policies and systems, promotion of the redistribution and recognition of care work and the strengthening of the role of the care economy as a dynamizing sector.

A number of milestones in this regard are highlighted below.

- Preparation of the **COVID-19 Special Report No. 9, "The economic autonomy of women in a sustainable recovery with equality"**.
- Presentation of the document **Towards the Construction of Comprehensive Care Systems in Latin America and the Caribbean: Elements for Implementation**, prepared in the framework of collaboration with UN-Women.
- Presentation of the document **Towards a care society: The contributions of the Regional Gender Agenda to sustainable development** to ministers and high-level authorities of the national machineries for the advancement of women at the **sixty-first meeting of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean**. At that meeting, ECLAC member States adopted the subject "The care society: a horizon for sustainable recovery with gender equality", as the central theme of discussion at the fifteenth session of the Regional Conference on Women in Latin America and the Caribbean.
- Inputs to the **Social Panorama of Latin America, 2021**, which examines how the crisis caused by the pandemic had a disproportionate impact on the economic autonomy of women, including through loss of income, increased job insecurity and time poverty. The document posits that pursuing equality in access to high-quality care, encouraging shared responsibility among all people and actors capable of providing care and fostering an intersectional approach that considers the axes of social inequality such as age, race or ethnicity, territory and income should be considered in the design of comprehensive care policies.
- The Division for Gender Affairs supports the governments of the region in the analysis of the gender dimensions of the COVID-19 pandemic and the implementation of policies to tackle the pandemic from a gender perspective. At the sixty-second meeting of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean, ECLAC member States agreed to "reiterate the call to advance recovery plans with affirmative actions that foster comprehensive care systems, decent work and the full and effective participation of women in strategic sectors of the economy for a transformative recovery with gender equality aimed at the sustainability of life and for the transition to a care society".

### The Division's main strategic partners and networks include:

**Government partners:** national machineries for the advancement of women, statistical offices, subnational governments and line ministries.

**United Nations system entities:** UN-Women, United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), International Organization for Migration (IOM), ILO, FAO, PAHO, UNDP, the United Nations Office on Drugs and Crime (UNODC) and United Nations Research Institute for Social Development (UNRISD).

**International and multilateral cooperation agencies:** Follow-up Mechanism to the Belém do Pará Convention (MESECVI), Inter-American Commission of Women (CIM) of the Organization of American States (OAS), Ibero-American General Secretariat (SEGIB), OECD, AECID, CARICOM and the European Commission.

**Academia and private foundations:** the Latin American Social Sciences Council (CLACSO), the Open Systems Foundation (OSF), the Wellspring Philanthropic Fund, the Ford Foundation and the Latin American Faculty of Social Sciences (FLASCO).

## Women's and feminist organizations and civil society organizations

### Linkages

- **Working Group on Gender Statistics:** the Working Group on Gender Statistics of the Statistical Conference of the Americas was established in 2006. This Group, which has become a community of statistical practice, is coordinated by the National Institute of Statistics and Geography (INEGI), with ECLAC and UN-Women serving as technical secretariat.
- **The Secretary-General of the United Nation's UNiTE by 2030 to End Violence against Women campaign.**
- **Working group of the Joint Inter-Agency Programme to End Child Marriage and Early Unions in Latin America and the Caribbean**
- **The Latin America Regional Programme of the Spotlight Initiative:** ECLAC is a partner agency and member of the inter-institutional coordination group and the technical advisory committee on multidimensional studies on femicide/feminicide in Latin America.
- **Inter-American Task Force on Women's Leadership:** established by the eighth Summit of the Americas of the Organization of American States, to foster greater cooperation among institutions to accelerate commitments and actions from all key sectors to promote women's leadership.

## Opportunities and challenges for the 2022–2024 period

- **Achieving women's autonomy and gender equality in the context of three interconnected crises: the health, environmental and economic crises.** The COVID-19 pandemic has exacerbated structural inequalities that negatively affect women and girls. It has brought to the fore the close link between caring for persons and caring for the planet. Social and gender inequality must be brought to an end as a matter of urgency, and gender must be mainstreamed in the social, environmental and economic dimensions of sustainable development, giving priority to women's autonomy, the sustainability of life and the care of the planet. The region has embraced the Commission's call for a transition to a care society to bring about a transformative recovery with equality and sustainability, which will be the central theme of the fifteenth session of the Regional Conference on Women in Latin America and the Caribbean, to be held in Argentina in November 2022.
- **Furthering gender equality through official statistics.** As a result of coordination between the Division for Gender Affairs and the Statistics Division, the Statistical Conference of the Americas, at its eleventh meeting, endorsed the *Guidelines for gender mainstreaming in the working groups of the Statistical Conference of the Americas* and an **advisory group on gender mainstreaming**, to review the outputs produced by the working groups. These regional advances have been included in the report that the Secretary-General will present to the Statistical Commission, as an example to be replicated worldwide. In the framework of the Statistical Conference of the Americas, the *Methodological guide on time-use measurements in Latin America and the Caribbean* was also adopted. The work done by the Division has broken the statistical silence on the effects of the pandemic on women's lives —by highlighting women's excessive burden of care work, the historical setback in their labour participation, their limited access to information and communications technologies, their overrepresentation in the low-income population, and the persistence of gender-based violence— and shown that recovery efforts continue to be unequal and insufficient.

- **Developing the gender and climate change agenda.** The Division has focused on studying the link between gender equality and women's autonomy in the context of climate change, with a view to prioritizing and comprehensively addressing gender equality in actions related to climate change at local, national and regional levels, and ensuring women's full participation as actors in climate matters. As part of this approach, two documents were published: ***La igualdad de género ante el cambio climático: ¿qué pueden hacer los mecanismos para el adelanto de las mujeres de América Latina y el Caribe?***, and ***Prácticas promisorias que promueven la igualdad de género y la autonomía de las mujeres en la respuesta al cambio climático en América Latina y el Caribe.*** The Division for Gender Affairs, in coordination with UN-Women, organized a special regional consultation prior to the sixty-sixth session of the Commission on the Status of Women in the framework of the sixty-second meeting of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean, with a view to presenting the region's contributions to the sixty-sixth session. At the conclusion of the consultation, the ministers and high-level authorities of the machineries for the advancement of women adopted the **declaration for the sixty-sixth session of the Commission on the Status of Women**, in which they agreed to integrate the gender perspective into national policies, initiatives and programmes on the environment, climate change adaptation and mitigation, and disaster risk reduction. The Division has also participated in forums such as the Regional Meeting on Climate Change and Gender Equality, organized by the Government of Chile, in its capacity as President of the twenty-fifth session of Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 25), through the Ministries of the Environment, Foreign Affairs, and Women's Affairs and Gender Equity of Chile, and with technical assistance from the Sustainable Development and Human Settlements Division of ECLAC; and the Generation Equality Forum, at which an event was held in the framework of the Action Coalition on Feminist Action for Climate Justice and was attended by Marcela Guerrero, Minister for the Status of Women and Executive President of the National Institute for Women (INAMU) of Costa Rica, and the Ambassador of France to Chile.
- **Strengthening the Commission's position as a regional standard-setter in the measurement and analysis of femicide**, through the Gender Equality Observatory for Latin America and the Caribbean. Since 2009, it has been annually updating and analysing **regional indicators for femicide/feminicide** and gender-related violent deaths of women, in response to the agreements adopted in the Regional Gender Agenda, from Quito in 2007 to Santiago in 2020. In the span of a decade, the number of countries for which information was available increased from 4 to 33, leading to the agreement, in the framework of the Statistical Conference of the Americas, to develop the complementary indicator C-5.2, femicide or feminicide rate (per 100,000 women). Over recent years, technical dialogues have been held and technical assistance has been provided (for countries such as Argentina, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala and Paraguay), to strengthen systems to document violence against women, and especially femicide or feminicide. On 25 November every year, as part of the Secretary-General of the United Nations UNiTE by 2030 to End Violence against Women campaign, the Division publishes an analysis that provides an account of the incidence of such crimes in the countries of the region, in conjunction with other United Nations system entities. Furthermore, to build capacities of data generators, since 2016 the Division has held a course on the measurement of gender-based violence against women and femicide/feminicide and coordinated its academic content. The course is currently held in cooperation with the postgraduate network of CLACSO and the regional office of UNDP, with the support of the Latin America Regional Programme of the Spotlight Initiative. In the 2022 edition, teaching support will be provided by UNODC, UN-Women, the Regional Programme for social cohesion in Latin America (EUROSOCIAL), the OAS Follow-up Mechanism to the Belém do Pará Convention (MESECVI) and nine experts from the region (Argentina, Brazil, Chile, Ecuador, Mexico and Uruguay). Within the framework of pillar 5 of the Latin America Regional Programme of the Spotlight Initiative, a study was prepared on the **quality of measurement of feminicide** in 16 countries of Latin America.

# Latin American and Caribbean Demographic Centre (CELADE)-Population Division of ECLAC

## 2008–2022

One of the milestones of the 2008–2022 period was the creation of the **Regional Conference on Population and Development in Latin America and the Caribbean** as a subsidiary body of ECLAC and as the most relevant intergovernmental regional forum for the discussion of the issues making up the population and development agenda. At the first session of the Regional Conference, which took place in 2013 in Montevideo, the countries of the region adopted the **Montevideo Consensus on Population and Development**, the region's foremost intergovernmental agreement on the subject and a fundamental piece of the follow-up process to the **Programme of Action of the International Conference on Population and Development beyond 2014** and the implementation of the 2030 Agenda for Sustainable Development. The broad support that the Montevideo Consensus attracted has allowed the countries of the region to come together around shared positions in international forums and has shown a way forward to make fulfilment of the Programme of Action of the International Conference on Population and Development beyond 2014 compatible with the specific characteristics of the region. This instrument has also contributed to the progress made by the countries of the region on such diverse and important issues as the integration of population dynamics into sustainable development, the rights and needs of children, adolescents and young people, ageing and the rights of older persons, universal access to sexual and reproductive health services, gender equality, international migration, territorial inequality and spatial mobility, indigenous peoples and Afrodescendent populations. Since its inception, one of the strengths of the Conference process has been the broad and active participation of governments, civil society organizations, academia and international organizations.

The systematic support and technical assistance activities of CELADE-Population Division of ECLAC, in collaboration with the United Nations Population Fund (UNFPA), for the preparation, collection, processing and analysis of population and housing censuses in the countries of the region, as well as for the promotion in regional discussion forums of census topics —such as ethno-racial self-identification— have strengthened this fundamental source of information for national statistical systems. A highlight is the solid technical support provided for Chile's abbreviated census in 2017 and Guatemala's census, which was conducted in 2018. Another achievement was the increase in the number of countries that include questions on ethno-racial self-identification in their censuses, from 13 in the 2000 census round to 16 in the 2010 round, and 19 expected in the 2020 round. In addition, more and more countries are opting to include the comprehensive measurement of disability under the social model in their censuses. This would provide statistical information on discriminated population groups and improve diagnoses and policymaking for the realization of their rights.

Since 2019, CELADE-Population Division of ECLAC has been working with the United Nations Population Division to align population figures, thanks to which the population estimates and projections prepared by CELADE-Population Division of ECLAC for 20 Latin American countries have served as inputs for the *World Population Prospects* report. This joint work has enabled harmonization of methodologies for population estimates and projections, which are inputs for following up on the commitments made by the countries, including the 2030 Agenda.

CELADE-Population Division of ECLAC has published a major body of studies and reports addressing population dynamics and their linkages with economic and social development. Regular publications have been renewed, such as the indexed journal *Notas de Población*, one of the foremost reviews on population issues in the region, and the bulletin *Demographic Observatory*, which presents national population estimates and projections. Studies have also been carried out on the living conditions of indigenous peoples and the Afrodescendent population, such as *Guaranteeing indigenous people's rights in Latin America. Progress in the past decade and remaining challenges* (2014), and *Afrodescendants and the matrix of social inequality in Latin America: challenges for inclusion. Summary* (2021), which have had a strong impact on the regional debate on these issues. Studies have also been conducted in 10 countries in the region on the close linkages between intergenerational transfers and economic growth in the countries using the national transfer accounts approach.

One of the main priorities of the CELADE-Population Division of ECLAC agenda during this period was to promote the realization of the rights of different population groups during the pandemic, including older persons, migrants, persons with disabilities, indigenous peoples and Afrodescendent populations. Accordingly, between August and December 2020, within the framework of the Regional Conference on Population and Development in Latin America and the Caribbean, five virtual dialogues were organized to analyse the sociodemographic scenario in the countries and the possible consequences of the health crisis on the most vulnerable population groups, in light of the Montevideo Consensus on Population and Development and the 2030 Agenda. These dialogues provided an opportunity to share information, experiences and lessons learned concerning the main difficulties and challenges faced by governments in their efforts to mitigate the effects of the health crisis on the population, to share initiatives and best practices, and to promote mechanisms for cooperation between countries to provide coordinated responses to the crisis. In addition, as part of the Commission's contributions to the knowledge and analysis of the measures adopted by the countries in response to the pandemic, five *COVID-19 Reports* were published, analysing the effects of the health crisis on the most vulnerable population groups, in order to support the countries in the fight against the pandemic. Another priority was to support countries in obtaining timely and quality data on their populations, at both the national and subnational levels, by strengthening vital statistics and population and housing censuses. In particular, it is essential to promote the updating of population estimates and projections based on administrative records in order to obtain population figures that are as accurate as possible to support policy decision-making.

The main counterparts of CELADE-Population Division of ECLAC at the government level are the national statistical institutes, with technical assistance provided for conducting population and housing censuses, strengthening vital statistics, preparing population estimates and projections at the national and subnational levels, and analysing population dynamics (fertility, mortality, migration and territorial distribution). Likewise, staff from national statistical institutes were the main recipients of training on demographic analysis. In 2011, after a 10-year hiatus, CELADE-Population Division of ECLAC resumed the provision of its courses on demography, with the Intensive Regional Course on Demography (CRIAD). Since 2020, the Regional Course of Specialization in Demographic Analysis for Sustainable Development (CREAD) has been held online; this has been very well received in the region and has even aroused interest from national statistics institutes outside the region.

In terms of partnerships with entities of the United Nations system, UNFPA provides notable support for ECLAC activities, translating throughout the period into a strategic alliance in numerous areas of the population and development agenda in the region. Most recently, ECLAC has worked closely with UNFPA in the framework of the Regional Conference on Population and Development in Latin America and the Caribbean and the implementation of the Montevideo Consensus. For more than a decade, ECLAC has also forged a strategic alliance with the International Organization for Migration (IOM), with which it works closely on issues related to the international migration agenda and the rights of migrants in the region. In recent times, collaboration has focused on the process of **regional review of the implementation of the Global Compact for Safe, Orderly and Regular Migration in Latin America and the Caribbean**.

Prominent among partnerships with other organizations is the collaboration with the Ford Foundation in diagnosing the social situation of indigenous peoples and the Afrodescendent population, as well as with the Fund for the Development of the Indigenous Peoples of Latin America and the Caribbean (FILAC) in supporting countries in incorporating ethnic identification into data sources (especially in population censuses) and in diagnosing the gaps and inequalities suffered by indigenous peoples. This has represented an important contribution to defending these groups' rights. In October 2021, the FILAC decorated the Executive Secretary of ECLAC with the Order "El Quinto Sol", in recognition of her unconditional commitment to furthering the rights of indigenous peoples.

In terms of tools, CELADE-Population Division of ECLAC has developed and updated REDATAM, a software for statistical processing specialized in microdata from censuses, surveys and administrative records; this has been fundamental for the dissemination of information from population and



housing censuses and vital statistics. REDATAM is widely used and has facilitated the democratization of information. It is currently used to provide access to online processing of census, survey or administrative record information in 18 countries in Latin America, 9 in the Caribbean, 4 in Asia and 2 in Africa. CELADE-Population Division of ECLAC also provides training to generate, process and disseminate databases through REDATAM.

## Opportunities and challenges for the 2022–2024 period

- **Contributing to a successful 2020 census round by providing technical assistance to the 16 Latin American countries planning to conduct a census between 2022 and 2024.** The COVID-19 pandemic has posed a major challenge for the 2020 census round in the region. Census schedules were delayed due to health and budgetary constraints precisely at a time when the importance of timely and quality information on population dynamics and people's living conditions was becoming ever clearer. The need to speed up census processes is prompting the adoption of new technologies, especially for data collection. In a region where technological and educational gaps still persist, this step will require giving consideration to the risks that it implies for population coverage and data quality.
- **Continuing to foster the implementation of the Montevideo Consensus on Population and Development** in the countries of the region, fostering an intersectional perspective and a rights-based and gender-based approach in the development processes promoted by this instrument. The goal is to leave no population group behind, especially those in the most vulnerable situations, such as indigenous peoples, Afrodescendent populations, older persons, children, adolescents and young people, migrants and persons with disabilities.
- **Returning protection of the rights of older persons—one of the groups most affected by the COVID-19 pandemic—to the heart of public policy responses**, along with the intersectional, intergenerational and intercultural approaches, and to incorporate the vision and commitments arising from the multiplicity of international and regional instruments and agreements. ECLAC has been a pioneer in addressing ageing, the human rights of older persons and the valuable contributions they make to society, contributing to policy recommendations and agreements on the subject, and supporting the region's active role in multilateral debates. The fourth five-year review and appraisal of the implementation of the Madrid International Plan of Action on Ageing, which will take place in 2023, and the implementation of the Decade of Healthy Ageing 2020–2030 offer a propitious opportunity to assess progress in the region on the priority areas established for improving the quality of life of older persons.
- **Continuing to focus on inter-agency liaison work**, both with the countries and with civil society organizations, creating a formal mechanism for dialogue, led by ECLAC and IOM. This liaison work, which began in 2018 with the regional review process of the implementation of the Global Compact for Safe, Orderly and Regular Migration in Latin America and the Caribbean, offers the possibility of coordinating technical assistance for countries on migration statistics and using new data to demonstrate the contribution migrants make to development.



## Sustainable Development and Human Settlements Division

2008–2022

The activities of the Sustainable Development and Human Settlements Division —which reflect the emerging development paradigm that took shape from the 1992 Earth Summit and the 1996 United Nations Conference on Human Settlements (Habitat II)— aim to examine the economic and social implications of development with a smaller environmental footprint. This resulted in the proposal, shared by the entire Economic Commission for Latin America and the Caribbean (ECLAC), to coordinate policies to favour growth based on a big push for sustainability, which realigns investment incentives to favour dynamizing, inclusive sectors that foster fulfilment of the 2030 Agenda for Sustainable Development and the goals of the Paris Agreement.

The Division assessed the economic impact of inaction in the face of climate change in all the countries of the region by projecting physical changes for the twenty-first century and their aggregate and sectoral effects in terms of GDP. This was accompanied by assessments of: (i) the impact of climate change on rural poverty; (ii) the effects of global warming on sea level rise for Latin America and the Caribbean as a whole; and (iii) crop adaptation strategies. At present, analysis is being performed of the climate action potential of investment assessment tools such as the environmental discount rate, the social price of carbon and the internalization of risk in the financial sector. Documents have been prepared on the potential of carbon taxes and their distributional impact in Latin American and Caribbean countries, and the relationship between income growth, changes in fossil fuel prices and hydrocarbon consumption responses. The relationship between national and sectoral economic growth and greenhouse gas emissions has also been examined.

The Paris Agreement and the nationally determined contributions (NDCs) made it possible to estimate the carbon budget of each country in the region and the decarbonization rate required to meet the NDC targets. This provided the basis for construction of the three sustainability gaps model, which calculates overall progress towards the 2030 Agenda and the potential sectoral contribution to selective growth and transformative recovery.

The 2012 reform of governance regarding sustainable development which arose from the Rio+20 Conference was preceded by intense preparatory work with the region and the Government of Brazil. ECLAC drafted inter-institutional documents for this preparatory process, which included two key concepts: the internalization of environmental externalities in the economy as an expression of the coherence of public policy, and the need to rethink the use of GDP as a key metric of development, owing to the dangerous omissions that this entails in terms of accounting for nature or natural capital. The bilateral relations with Brazil, which oversaw the final wording of the document, facilitated the task of highlighting in *The future we want* the importance of the contributions of the regional commissions to the global development agenda, the idea of rethinking the use of GDP as the key metric of development, and the need to complement GDP with other metrics.

As a result of the Rio+20 process, a group of countries signed a declaration in favour of implementation of Principle 10 of the Rio Declaration on Environment and Development (1992), to initiate a negotiation process. That process culminated in the entry into force, in April 2021, of the first regional agreement on environmental issues in the region —with ECLAC as secretariat— the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement). The agreement, whose first Conference of the Parties will take place in April 2022, focuses on cooperation and institutional strengthening in a region that is the most dangerous for environmental defenders and which has experienced significant setbacks in its ability to implement productive development policies that are more compatible with the environment, especially in extractive industries. To contribute to implementation of the Agreement, the *Observatory on Principle 10 in Latin America and the Caribbean* was created, compiling information on legislation and best practices in the region.

In line with the big push for sustainability, work is underway with four countries in the region to find solutions to coordination challenges, in order to leverage improvements in urban connectivity,

especially in terms of electrification of urban public transport, and increase the region's industrial diversification, alleviate the external constraint, expand fiscal space, improve employment, and reduce environmental footprints through regional production of clean vehicles and other inputs for digitization and urban electrification. At the request of the countries, the Division conducts environmental performance assessments, usually in partnership with the Organisation for Economic Co-operation and Development (OECD).

The Division acts as secretariat for: (i) the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement); (ii) the Forum of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean (MINURVI), whose goal is to implement the New Urban Agenda; (iii) the Declaration of Circular Cities of Latin America and the Caribbean, by virtue of which the municipal governments of the signatory cities undertake to promote local circular economies. The Division also systematically convenes the negotiators of the Conferences of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) to strengthen climate action in Latin America and the Caribbean and advance the climate regime.

The Division produces annual publications on climate finance in Latin America and the Caribbean; the outlook for nationally determined contributions in Latin America and the Caribbean; the state of access rights relating to environmental issues; and it will shortly publish a report on circular cities in Latin America and the Caribbean.

### The Division has the following observatories:

- The Observatory on Principle 10 in Latin America and the Caribbean, on policies and legislation on the rights of access to information, participation and justice in environmental matters.
- Nationally Determined Contributions in Latin America and the Caribbean (NDCLAC), on national climate commitments and their follow-up, publications, policies and other data on climate change in the region.
- The Urban and Cities Platform of Latin American and the Caribbean, for monitoring of the New Urban Agenda and the Declaration of Circular Cities of Latin America and the Caribbean.

### The Division has the following databases:

- The database on sea level rises along the coasts of Latin America and the Caribbean.
- The database on CO<sub>2</sub> concentrations and emissions in Latin America and the Caribbean.

### The main extrabudgetary programmes implemented by the Division are:

- EUROCLIMA+, the European Commission's programme for climate action in Latin America, which from 2022 will expand to the Caribbean and include biodiversity.
- Sustainable and inclusive smart cities, with the collaboration of the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), addressing the issue of connectivity and public mobility as an opportunity to realize the big push for sustainability in the public transport vehicle sector and the circular economy.
- Regional Cooperation for the Sustainable Management of Mining Resources in the Andean Countries (MINSUS), with the collaboration of the Federal Ministry for Economic Cooperation and Development of Germany/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), to reduce the environmental impact of mining.
- Climate action plans in Latin American and Caribbean cities, with the Global Covenant of Mayors for Climate and Energy and the European Commission.
- "Building urban economic resilience during and after COVID-19", and "Inter-regional cooperation for the implementation of the New Urban Agenda", United Nations Development Account projects.

## The Division's budgetary and extrabudgetary resources are aligned with the following priorities:

- Documenting and defending the potential of the sectors identified by ECLAC to dynamize, promote inclusiveness, reduce the carbon and environmental footprints, and promote selective growth, and their positive effects on the economy, employment and the external sector. The dynamizing sectors on which work is being carried out are:
  - clean urban public mobility, considering progress on digitization and growing calls for clean electricity
  - the circular economy in the production and recycling of waste from the digital and mobility industries and municipal waste, as well as the recycling of plastics
  - adaptation to climate change in rural areas.
- Documenting the opportunities and transformative potential of an enabling regulatory environment for dynamizing sectors (for example, in relation to conversion of vehicles to electric traction or the use of hydrogen in freight transport).
- Documenting the costs of inaction and the opportunities for climate action.
- Identifying additional dynamizing sectors and documenting them.
- Documenting the financial risks of the transition to low-carbon economies and those of climate change.
- Developing model industry regulations and standards for activities related to the eight sectors of the big push for sustainability.
- Documenting the transformative potential of economic instruments —such as environmental fiscal policy, methodological adjustments to assess public investment by introducing a social price on carbon and environmental discount rates, or the internalization of risk in decision-making in the financial system— to promote selective growth based on dynamizing sectors and financing for transformative recovery.

## The Division's key strategic partners are:

- The ministries of foreign affairs in the secretariat of the Escazú Agreement.
- The ministries of housing and urban development in the MINURVI secretariat.
- The ministries of the environment for issues relating to climate policy.
- The mayors of the signatory cities in the secretariat of the Declaration of Circular Cities of Latin America and the Caribbean.
- The United Nations Environment Programme (UNEP), within the framework of the Inter-agency Technical Committee of the Forum of Ministers of the Environment of Latin America and the Caribbean, and as implementer, together with ECLAC, of the European Commission EUROCLIMA+ programme.
- The United Nations Framework Convention on Climate Change and its Conference of the Parties (COP), with annual active participation by the Division, fostering the participation of Latin American and Caribbean countries and outlining the region's progress and challenges.
- German cooperation, relating to issues such as urban connectivity and smart cities, the circular economy, responsible mining and the hydrogen economy.
- The European Commission, through the EUROCLIMA+ climate action programme, whose implementing agencies are ECLAC, UNEP, AECID, the International and Ibero-American Foundation for Administration and Public Policies (FIAPP), Agence française de développement (AFD), Expertise France and the Federal Ministry of Economic Cooperation and Development (BMZ) of Germany/ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).
- The Ministry for the Ecological Transition and the Demographic Challenge of Spain, in support of the Ibero-American Network of Climate Change Offices (RIOCC).

- AFD, on climate action and just transition.
- The Latin American and Caribbean members of the Network of Central Banks and Supervisors for Greening the Financial System (NGFS).
- The Task Force on Climate-Related Financial Disclosures, for characterization and measurement of climate risk.
- The Global Covenant of Mayors for Climate and Energy, for the review of urban climate action plans.
- The Network of National Public Investment Systems of Latin America and the Caribbean (RedSNIP), for the inclusion of the social price of carbon in assessment of public investment.

## Opportunities and challenges for the period 2022–2024

### Opportunities

- Gradual strengthening of government awareness of the need to reorient economies toward more inclusive development that is more compatible with the environment.
- Greater initiative among the economic departments of government and central banks regarding their role in the transition to more sustainable economies.
- Overcoming the recession caused by the coronavirus disease (COVID-19) pandemic through improved development patterns, transformative recovery and expanded fiscal space.
- Existence of robust climate action metrics for mitigation, and potential for greater effort to move forward with adaptation metrics.
- A more active role of cities in the structural change towards sustainability.
- Greater availability of data for sustainable development and climate action from satellite measurements.
- A growing need to move towards classifications of sustainable finance for Latin America and the Caribbean and to measure and publish net climate expenditure in the countries of the region.
- Growing interest in international cooperation for the green transition.

### Challenges

- Short-term urgent matters that tend to hinder structural change and longer-term approaches.
- Short-sighted perspectives on the importance of enabling regulatory environments and economic policy for the green economy.

The Natural Resources Division has established itself as a reference in the field of non-renewable natural resources. It provides support to the Mines Ministries of the Americas Conference (CAMMA), organizing the foremost conference on the state of mining in Latin America and the Caribbean. It has also supported the creation of a technical forum on innovation and technological development in the lithium sector among the countries of the lithium triangle (Argentina, Plurinational State of Bolivia and Chile), which provides a space for dialogue among the parties. In collaboration with the Statistics Division, the Natural Resources Division developed **a fuel prices module** for the CEPALSTAT database. Also noteworthy is the publication in the ECLAC Books collection of *Recursos naturales, medio ambiente y sostenibilidad: 70 años de pensamiento de la CEPAL*, which has been one of the Commission's most downloaded institutional publications.

In the area of agricultural development, the works with the Inter-American Institute for Cooperation on Agriculture (IICA) and the Regional Office for Latin America and the Caribbean of the Food and Agriculture Organization of the United Nations (FAO) to prepare the biennial report, *The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean*, which is presented at the Hemispheric Meetings of Ministers and Secretaries of Agriculture on the Inter-American Board of Agriculture (IABA). Ten reports have been published through this collaborative effort, the most recent being for 2021–2022. The only regional document on the state of agriculture in the world, this document is published in English and Spanish and is highly valued by ministries of agriculture and other stakeholders in the sector. Its publication continues to be a priority and the next issue will be for the period 2023–2024.

Between 2010 and 2015, in the framework of the activities of the Division of Production, Productivity and Management,<sup>1</sup> annual dialogues on agriculture and climate change were held in an effort to fill gap in the incorporation of climate change in agricultural sector policies. Building on the experience gained in these activities, between 2016 and 2019 (as part of the work of the Division of Production, Productivity and Management and the Natural Resources Division) dialogues were held on the topics of negotiation in agriculture and climate change which aimed to provide and share relevant information on the negotiation processes at the sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP). The main outcome of both activities was the establishment of the Platform for Climate Action in Agriculture (PLACA) in Latin America and the Caribbean, proposed by the Government of Chile and launched during COP 25 (held in Madrid, under the presidency of Chile) and for which ECLAC and FAO serve jointly as secretariat. There are currently 12 member countries.

In the area of water resources, the Division is developing a new integrated concept for the water transition for public policies in the region and has promoted the adoption of the water-energy-food nexus approach to strengthen integrated water resource management in the countries of the Central American Integration System (SICA) and the Andean Community (CAN).

In the area of energy, the Division represents ECLAC at high-level meetings held in the framework of the Energy and Climate Partnership of the Americas (ECPA) Ministerial Meetings, the main gathering of energy sector authorities in the region. At the conclusion of the fifth meeting, held in Panama City in February 2022, ECPA a regional communiqué was issued supporting the energy transition, a concept promoted by ECLAC in recent years. Other activities included the creation of the Regional Observatory on Sustainable Energy (ROSE), the formulation of energy poverty indicators and support for the creation and strengthening of the Regional Technical Forum of Energy Planners (FOREPLEN), which meets on a regular basis.

<sup>1</sup> The Agricultural Development and Biodiversity Unit, which is now part of the Natural Resources Division, was until early 2019 part of the Division of Production, Productivity and Management. Consequently, in some instances, reference is made to the latter division in connection with initiatives carried out by the Agricultural Development Unit.

The units of the Natural Resources Division focus their work on the following priorities:

#### **Agricultural Development and Biodiversity Unit**

- Activities in the 2020–2022 period have centred on the impact of the pandemic on the food system and the 2021 Food Systems Summit. With FAO support, a policy brief entitled ***Preventing the COVID-19 crisis from becoming a food crisis: urgent measures against hunger in Latin America and the Caribbean*** was prepared in June 2020. Collaboration with FAO also resulted in the production of 19 thematic bulletins on food systems and COVID-19 in Latin America and the Caribbean between 2020 and 2021. In addition, a **policy brief on food systems transformation**, taking into account regional priorities and specificities, was prepared jointly with the other regional commissions as a contribution to the 2021 Food Systems Summit. Priority will continue to be given to both these collaborative projects in the immediate future (2022–2024).
- Given the recognition by ECLAC of the bioeconomy and the digital economy as drivers for a transformative post-COVID-19 recovery with equality and sustainability, the Division works to: (i) enhance the leading role that the Commission has played in the region since 2015 in the area of bioeconomy, through publications and support for the development of national bioeconomy strategies, providing technical assistance to Costa Rica (2019-2020) and preparing studies to support national bioeconomy strategies in Colombia (2020), Guatemala (2021) and Uruguay (2020), and (ii) strengthen the line of work undertaken in 2020 on digitalization in agriculture, in the areas of technical assistance, production management, environmental management and commercialization.

#### **Non-renewable Resources Unit**

- Case studies on copper governance in Peru, and on lithium governance in Argentina, Chile and the Plurinational State of Bolivia to identify the challenges and opportunities for more sustainable management of these resources.
- Studies on the economic rents, tax regime and fiscal transparency of copper mining in Chile and Peru, and lithium mining in Argentina, Chile and the Plurinational State of Bolivia. These studies make it possible to evaluate the extent of State capture of mining revenues and the progressivity and transparency of tax regimes, and to formulate recommendations in these areas.
- Technical assistance to the Environmental and Social Affairs Office of the Ministry of Mines and Energy of Colombia with a view to instilling a culture of gender equality in the country's mining and energy sector, and facilitation of South-South cooperation between the Chilean Copper Commission (COCHILCO) and the Ministry of Energy and Mines of Peru for the exchange of mining sector statistics on water and energy.

#### **Water and Energy Unit**

- The Division estimates that the use of renewable resources would make universal access to water, sanitation and electricity possible and cost-effective in the region and leave no one behind. It proposes that the region should pursue this investment drive in line with the big push for sustainability, given the estimated scale of investment required and its enabling effects on service provision, the generation of green jobs and the decontamination of households through gradual decarbonization for a sustainable and clean post-pandemic recovery.
- In the area of water, the Unit will continue to work on consolidating the proposal for a water transition for the region that promotes transformative investment to ensure the human right to water, leaving no one behind, by reducing negative externalities through the promotion of circular systems that generate employment and protect human and environmental health along the water value chain.



- In the area of energy, it will continue to advance on the five pillars of the energy simultaneously. It will also continue to prepare studies, applying the multidimensional methodology for conceptualization and measurement of energy poverty developed by ECLAC and to strengthen the Regional Observatory on Sustainable Energy (ROSE).

## The strategic partners and counterparts of the Units within the Division include:

### Agricultural Development and Biodiversity Unit

- **Strategic partners in the area of agricultural development:** FAO, IICA, the interagency collaborative forum for the transformation of agrifood systems (comprising FAO, ECLAC, IDB, the World Bank, IFAD, OECD, the International Food Policy Research Institute (IFPRI) and IICA), the Cooperative Programme for the Technological Development of Agriculture in the Southern Cone (PROCISUR), the International Centre for Tropical Agriculture (CIAT), the Centre for International Cooperation in Agronomic Research for Development (CIRAD), United Nations regional commissions, the Costa Rica Coffee Institute (ICAFE), the Regional Cooperative Program for the Technological Development and Modernization of Coffee Production (PROMECAFE), Universidad de Tarapacá (Chile) and Universidad Nacional Jorge Basadre Grohmann (Peru).
- **Strategic partners in the area of biodiversity:** the National Commission for the Knowledge and Use of Biodiversity (CONABIO) of Mexico, the National Biodiversity Institute (INABIO) of Ecuador, the Humboldt Institute of Colombia, the Secretariat and Scientific and Technical Advisory Committee of the Convention on Biological Diversity, the Inter-American Institute for Global Change Research (IAI), the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), Biodiversity Finance Initiative (BIOFIN), FAO, Federal Ministry for Economic Cooperation and Development (BMZ) of Germany/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Pew Environment Group, the Institute for Sustainable Development and International Relations (IDDRI), Simon Fraser University (Canada), Nippon Foundation Ocean Nexus Center, Catholic University of Chile, the European Union programme for the post-2020 global biodiversity framework, Sciences Po and Canning House.
- **Counterparts:** Public agricultural research institutions in Argentina (National Institute for Agricultural Technology (INTA)), Chile (Institute of Agricultural Research (INIA)) and Catalonia (Institute of Agrifood Research and Technology (IRTA)), the Ministry of the Environment of Chile, the Ministry of Science, Technology and Innovation of Colombia, the Ministry of Science, Innovation, Technology and Telecommunications and Ministry of Agriculture and Livestock of Costa Rica, the National Secretariat of Science and Technology of Guatemala and the Ministry of Livestock, Agriculture and Fisheries of Uruguay.
- **Cooperation partners:** Federal Ministry for Economic Cooperation and Development (BMZ) of Germany/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) (the bioeconomy), Republic of Korea (nature-based solutions), European Union (digitalization in agriculture) and the Chile-Mexico Joint Cooperation Fund (biodiversity).

### Non-renewable Resources Unit

- **Counterparts:** Mines Ministries of the Americas Conference (CAMMA), ministries of mining, Production Development Corporation (CORFO), Chilean Copper Commission (COCHILCO), the National Mining Corporation (ENAMI) of Chile and the Yacimientos de Litio Bolivianos company.
- **Partners:** Federal Ministry for Economic Cooperation and Development (BMZ) of Germany through the “Regional Cooperation for the Sustainable Management of Mining in the Andean Countries” programme, the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the Federal Institute for Geosciences and Natural Resources (BGR), for the implementation of that programme, and the Natural Resources Governance Institute (NRGI), for dialogue and knowledge generation activities.

### Water and Energy Unit

- **Water:** All regulatory bodies members of the Association of Water and Sanitation Regulators of the Americas (ADERASA), National Water Commission (CONAGUA) of Mexico, Ministry of Environment and Water of the Plurinational State of Bolivia, SICA, the Andean Community (CAN), UN-Water and the United Nations Educational, Scientific and Cultural Organization (UNESCO) Intergovernmental Hydrological Programme (IHP).
- **Energy:** all ministries of energy of the region, Department of Economic and Social Affairs, FAO, UNECE, ESCAP, the International Renewable Energy Agency (IRENA), the International Energy Agency (IEA), OAS, SICA, the Commission of Regional Energy Integration (CIER), the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), GET.transform, the Agency for Ecological Transition (ADEME) of France, IDB and the Ibero-American Association of Energy Regulatory Entities (ARIAE).

### Opportunities and challenges for the 2022–2024 period

- **Producing a biennial flagship publication** on natural resources and sustainable development in the region.

### Agricultural Development and Biodiversity Unit

- **Strengthening cooperation with the other regional commissions** in follow-up and reporting on the transition to more resilient, sustainable and inclusive food systems, in line with resolution 76/6 on follow-up to the report of the Secretary-General entitled “Our Common Agenda”, adopted by the General Assembly at its seventy-sixth session, and in the framework of activities of the Food Systems Coordination Hub, established by FAO to follow up on the 2021 Food Systems Summit.
- **Strengthening new lines of work in the areas of biodiversity and nature-based solutions.** For the former, emphasis will be placed on an integrated approach to the three objectives of the Convention on Biological Diversity: (i) the conservation of biological diversity, (ii) the sustainable use of its components and (iii) the fair and equitable sharing of the benefits arising out of the utilization of genetic resources. With regard to nature-based solutions, this will be achieved through the conceptualization and promotion of the agroecological transition.
- **Further developing the work done in the area of digital agriculture**, taking into account on-farm production processes, extension and technology transfer programmes, and the creation of territorial centres (hubs). Work on these areas should be carried out in partnership with agronomic research and extension institutes, as well as with other strategic partners.
- **Formulating and developing an ECLAC strategy for marine and terrestrial biodiversity that facilitates a cross-cutting and integrated approach to biodiversity** (and to Sustainable Development Goals 14 and 15) in the Natural Resources Division and other divisions where relevant. The aim is to increase and enhance the added value provided by ECLAC on biodiversity issues and to better address current and future regional priorities, as well as to support regional transformations for the implementation of the new post-2020 global biodiversity framework, where Latin America and the Caribbean plays a key role in achieving the global targets.

### Non-renewable Resources Unit

- Strengthening technical cooperation and research on a just transition to a new, more efficient, inclusive and sustainable mining sector.
- Strengthening technical cooperation and research to support a just transition of the hydrocarbon sector, both in producing and importing countries, in the shift towards a sustainable and renewable energy matrix.

### Water and Energy Unit

- Continuing to work with the countries of the region to provide **conclusive information and public policy proposals**, as well as to build national capacities for water and energy transitions.
- In the area of **water**, giving priority to the establishment and launch of the network and observatory for water sustainability in Latin America and the Caribbean (fifteenth tranche of the United Nations Development Account) and to prepare assessments of and proposals for investment in water and sanitation in local territories and municipalities in El Salvador, Mexico and Panama. Technical assistance will also continue to be provided to further mainstream the water transition in cross-sectoral public policy tools in the countries of the region.
- In the area of **energy**, continuing work on the measurement of energy poverty and of electromobility and green hydrogen costs and infrastructure, as well as defining the role of the circular economy in advancing towards regional sustainability. The Unit will also continue to update the Regional Observatory on Sustainable Energy.



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

## 2008–2022

The period under review saw the consolidation of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES). The Council held five meetings, with an average participation of 21 countries. Five meetings of the Presiding Officers of the Regional Council for Planning were also held, as well as three conferences of Ministers and Heads of Planning of Latin America and the Caribbean. At these events, the discussions revolved around planning for development, sustainable territorial planning and resilient institutions for a transformative post-COVID-19 recovery.

### Meetings of the Regional Council for Planning:

**Eighteenth meeting of the Regional Council for Planning** - held virtually on 19–21 October 2021, with 28 countries participating. The position document presented was *Resilient institutions for a transformative post-pandemic recovery in Latin America and the Caribbean: inputs for discussion*.

**Seventeenth meeting of the Regional Council for Planning** - held on 29–30 August 2019 in Montevideo, with 21 countries participating. The position document presented was *Planificación para el desarrollo territorial sostenible en América Latina y el Caribe*.

**Sixteenth meeting of the Regional Council for Planning** - held on 11–13 October 2017 in Lima, with 19 countries participating. The position document presented was *Planificación para el desarrollo en América Latina y el Caribe: enfoques, experiencias y perspectivas*.

**Fifteenth meeting of the Regional Council for Planning** - held on 18–19 November 2015 in Yachay, Ecuador, with 17 countries participating.

**Fourteenth meeting of the Regional Council for Planning** - held on 22 November 2013 in Brasilia, with 21 countries participating.

In 2017, the **Regional Observatory on Planning for Development in Latin America and the Caribbean** was created and consolidated as a collective learning platform on planning for development. This platform analyses the national, territorial and urban plans (where available) of the 33 countries in the region, long-term visions or strategies, open government plans and the institutional framework of the public investment systems of 16 countries.

In 2010, the **Latin American and Caribbean Network of National Public Investment Systems (SNIP Network)** was created and consolidated with 16 participating countries, jointly with the Inter-American Development Bank (IDB) and, as of 2019, with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

In 2018, the **Latin American and Caribbean Development Planning Network** was created and consolidated with more than 1,750 members and four working groups on open government, public leadership, territorial development and foresight.

### ILPES has positioned itself on various strategic issues:

**Foresight for development:** since 2009 ILPES has been working on the topic of foresight, i.e. the construction of future scenarios, with a regional perspective. Today, this scenario-building approach constitutes a recognized stage in the planning cycle. Three documents have been published on this topic: *Prospectiva y política pública para el cambio estructural en América Latina y el Caribe*, *“Manual de prospectiva y decisión estratégica: bases teóricas e instrumentos para América Latina y el Caribe”* and *“Prospectiva en América Latina y el Caribe: instituciones, enfoques y ejercicios”*. In addition, a course was given on foresight for development and the SDGs of the 2030 Agenda.

**Open government and open State:** the impact of this issue has been such that the Commission on Justice, Autonomous Oversight Bodies and Constitutional Reform of the Constitutional Convention

of Chile considered and approved the adoption of open justice as a principle for strengthening access to justice, transparency and participation in the judiciary. Three emblematic works have been published: *“Desde el gobierno abierto al Estado abierto en América Latina y el Caribe”*, *“Participación ciudadana en los asuntos públicos: un elemento estratégico para la Agenda 2030 y el gobierno abierto”* and *“Gestión de planes de acción locales de gobierno abierto: herramientas para la cocreación, el seguimiento y la evaluación”*. A face-to-face and online course was held on the open State in Latin America and the Caribbean, encompassing principles, mechanisms and policies for strengthening public management.

In terms of **public leadership**, work was initially linked to urban development through a training course on public leadership for inclusive cities. The working premise of this course, which was held on five occasions, was to galvanize leadership (not from the leader’s perspective, but from a collective leadership perspective) in order to make urban territories more inclusive and people-friendly. This has been one of the most pervasive topics during the pandemic, given the perceived absence of recognized leadership and the effect of this on the (delayed and ineffective) implementation of pandemic emergency response measures. The topic was discussed in the position document *Resilient institutions for a transformative post-pandemic recovery in Latin America and the Caribbean: inputs for discussion*.

On-site, virtual, international and open training courses were ongoing, such as courses delivered on demand to countries under the ILPES “Learning by Doing” seal, in which more than 35,000 civil servants, members of the academic sector and civil society have participated.

### Technical assistance provided in the last three years:

**Costa Rica:** Assistance to the judiciary for the preparation of the Open Justice Policy; support in the drafting of the Regional Development Law; support with the data systems interoperability governance model, which created a government data governance model; and assistance to the Ministry of Science, Technology and Telecommunications (MICITT).

**Panama:** Assistance for the preparation of the decree creating the Institute for Development Planning and the Directorate of Territorial Development within the Ministry of Economy and Finance (MEF), with a view to strengthening the planning process.

**Chile:** Observer at the discussions for the creation of national open government plans and local open government plans in the municipalities of Renca and Peñalolén (Santiago).

**Guatemala:** Assistance to strengthen the capacities of civil servants in the Foresight Unit within the General Secretariat of Planning and Programming of the Office of the President. Moreover, technical capacities were strengthened to align the 2030 Agenda with the country’s long-term vision, K’atun: Our Guatemala 2032.

**Paraguay:** Technical capacities were strengthened in the Technical Planning Secretariat for upgrading the National Planning System and monitoring and evaluation subsystems by aligning the National Development Plan with the 2030 Agenda. Training was also provided on results-based management, territorialization of planning, open government, performance indicators and the preparation of guides and manuals on other topics.

**Argentina:** Assistance to strengthen capacities in the territorialization of the 2030 Agenda, land management and alignment of planning and budgeting.

### Priorities for the formulation of a sustainable recovery agenda with equality and sustainability post-COVID-19:

- **The consolidation of distance education**, not only on ILPES topics, but also on topics of the substantive divisions. ILPES currently offers 10 open international courses on foresight for development and the SDGs, the 2030 Agenda, gender mainstreaming at the territorial level, public leadership for inclusive cities, territorial planning, open government, digital government, public value and results-based management, logical framework for public investment projects, evaluation of

public programmes and results-based budgeting. There are plans to develop a course on citizen participation, one on territorial resilience and disaster risk management, and another on keys to aligning planning and budget linked to results-based budgeting.

- The **consolidation of ILPES knowledge resources**, such as the Regional Observatory for Development Planning, with new analytical products, communities of practice and networks.
- **Ongoing work on the Institute's classic topics with new approaches**: on territorial development, the generation of new indicators and indexes to reflect inequality in the region and consolidate planning and multi-scale and multilevel coordination of development policies; the construction of a policy foresight methodology (the policy on public policies), particularly in the construction of future scenarios; regarding e-government, its use as a tool of government and the open State for a transformative recovery; in the area of institutional resilience, contributions to addressing new crises and a proactive governance approach to enable institutions to prepare and develop capacities to respond and adapt to new development challenges, particularly climate change.

### Counterparts and strategic partners:

The **planning authorities of the countries in the region**, which are the constituent members of the Regional Planning Council.

**Donors**, such as AECID, the Ministry of Foreign Affairs of the Republic of Korea, the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

**Development banks**, such as CAF and CABEL.

**Government institutions** with which ILPES has agreements, such as the National Council for the Evaluation of Social Development Policy (CONEVAL) of Mexico and the Ministry of Economy and Finance of Panama.

The **United Nations system**, through UNDP and the Offices of Resident Coordinators.

### ILPES contributes to the activities of the following networks, observatories and tools:

The **Latin American and Caribbean Network of National Public Investment Systems (SNIP Network)**, in which the directors and practitioners of national public investment systems discuss investment challenges and trends to ensure that investment reflects the national priorities enshrined in development plans and strategies.

The **Latin American and Caribbean Development Planning Network** and its four working groups on open government, foresight, territorial development and public leadership.

The **Regional Observatory for Development Planning**, a dynamic space for analysis, information and collective knowledge-building for governments, academia, the private sector and civil society on development planning in Latin America and the Caribbean.

**Planbarometer**, an analytical tool for characterizing national development planning systems.

### Opportunities and challenges for the 2022–2024 period

- The role of the State in the response to the pandemic and in the recovery creates an opportunity to reflect on the new public service and on the new capacities that the State must develop or strengthen to face the challenges of the post-pandemic recovery and the effects of low growth, loss of employment, low productivity, increased poverty and inequality, and inflation. This reflection was initiated in the document *Resilient institutions for a transformative post-pandemic recovery in Latin America and the Caribbean: inputs for discussion*, and should now be deepened by tools to support planning authorities in three areas: the institutionalization of

foresight in the public sector to enable States to exercise anticipatory governance with respect to future crises, the mainstreaming of climate action and disaster risk management in planning and public management instruments, and the mainstreaming of the territorial approach, with a focus on the multi-scale articulation of policies without disregarding the issues of open State, public leadership and citizen participation.

- In 2022, efforts will focus on the commemoration of **60 years of uninterrupted ILPES support to the region's governments** in strengthening planning and public management capacities. Three publications will be produced on the traditional ILPES themes: the territorial panorama, open academia and the new public service, and the institutional framework for development planning. Visual material will also be produced with interviews with planning authorities in the region and students who have graduated from ILPES courses and are in decision-making positions. Finally, a series of conferences will be organized foresight and planning, territorial development and the open State.
- The **twenty-ninth meeting of the Presiding Officers of the Regional Council for Planning**, which will be held on 5-7 July 2022, is expected to convene a large number of authorities and to form a broadened forum for the discussion of emerging issues in the post-pandemic recovery process, define the main aspects of the position document for the nineteenth meeting of the Regional Council for Planning, and report on the activities carried out from July 2021 to May 2022.
- The following countries have requested **technical assistance** to date: Ecuador, for the generation of its open government plan; Guatemala, to strengthen the foresight unit of the Planning and Programming Secretariat of the Office of the President; Mexico (National Council for the Evaluation of Social Development Policy (CONEVAL)), for strengthening the capacities of evaluators of state government social programmes; Panama (Ministry of Economy and Finance of Panama (MEF)), for strengthening territorial planning and public investment; Paraguay (Technical Secretariat of Paraguay (STP)), to strengthen its national planning system and subsystems for programme and policy monitoring and evaluation, including the strengthening of its statistical information systems and the generation of follow-up indicators; the Dominican Republic, to strengthen its monitoring and evaluation systems for public plans, policies and programmes, with special emphasis on the territorial approach and gender equality; and Uruguay (Uruguayan International Cooperation Agency (AUCI)) to strengthen the capacities of local authorities.
- ILPES provides **support services to the substantive divisions of ECLAC to generate training programmes**. The transition from face-to-face training to distance learning has led to an increase in requests for support in this regard (Division of International Trade and Integration, Sustainable Development and Human Settlements Division, Division for Gender Affairs, Division of Production, Productivity and Management, and the Latin American and Caribbean Demographic Centre (CELADE)-Population Division of ECLAC). It will continue to support the divisions in incorporating ECLAC messages into each of the courses with emphasis on citizen participation and gender equality.
- **Challenges:** planning and public management have not progressed in terms of the quality of processes and instruments, or in linear capacity-building; on the contrary, they continue to show mixed progress and setbacks with loss of human capacities, the resumption of practices and processes that have proven to be inefficient, added to the distrust of citizens. Furthermore, the fact that planning institutions are subject to the vagaries of the electoral process presents challenges to the authorities in terms of designing and implementing plans and programmes that respond to citizen demands and are sustainable over time.
- In terms of internal factors, the challenges for ILPES centre on the ability to maintain the team with **stable funding**, since 50% of the staff, including the ILPES management, is financed with increasingly eroded and unpredictable extra-budgetary resources, which prevents adequate planning of activities and tends to undermine staff morale.



ECLAC, through the Statistics Division, consolidated the role of the **Statistical Conference of the Americas** as the region's main statistical forum. Although the Conference was created in 2001, its consolidation as the main statistical coordination body in the region came later. Through its various working groups, the Statistical Conference of the Americas has enabled countries, together with regional and international organizations, to develop methodologies and instruments, several of which have been adopted as regional standards (such as the Code of Good Practice in Statistics for Latin America and the Caribbean, the Generic Law on Official Statistics for Latin America and the *Proposal on a regional framework of indicators for monitoring the sustainable development goals in Latin America and the Caribbean*).

Progress was made in updating the methodology and results for measuring income poverty, which at the beginning of the 2010s were calculated with information from the 1980s. With the support of the interdivisional working group created for this purpose, it conducted a thorough review of the methodology and used the most recent expenditure surveys. The new poverty measurement methodology, which serves as the basis for the figures published annually in the ***Social Panorama of Latin America***, was published 2018, and is a benchmark for countries wishing to update their poverty measurements.

Since the 2011 round of the International Comparison Program (ICP), the Division has assumed the role of regional coordinator for Latin America and the Caribbean and convened more than 30 countries in the region, with special emphasis on the implementation of the Program in the Caribbean countries. The 2021 cycle is currently under way, with the participation of 33 countries and collaborative work between ECLAC, the World Bank and the Caribbean Community (CARICOM).

The Division has strengthened the inclusion of environmental criteria in intergovernmental work through the technical secretariat of the working groups of the Statistical Conference of the Americas and its participation in the Expert Group on Environment Statistics. In the region, it strengthens the exchange of national and regional experiences through the **Regional Network of Environmental Statistics**, where recommendations, frames of reference and good practices are disseminated. It also supports the development and maintenance of environmental statistics in the countries of the region, and in Caribbean countries in particular, through the twelfth tranche of the Development Account.

Mechanisms were created to disseminate official statistical information on the dimensions of development for the follow-up of commitments defined in United Nations agendas, such as the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs), through the creation of open data platforms, namely:

- The **CEPALSTAT portal (2013) and its consolidation (2021)** as the main data and statistics portal, which is innovative in the sense that it includes the geospatial dimension through a geoportal, and which offers the largest and most complete database of indicators on the region, interoperable with unstructured data and easy to navigate, making it a reference for the development of data and statistics platforms around the world.
- Platforms for statistical monitoring of progress in relation to the Millennium Development Goals and the Goals of the 2030 Agenda for Sustainable Development, in particular the "Statistics" section of the **Regional Knowledge Platform on the 2030 Agenda in Latin America and the Caribbean (SDG Gateway)** and the new geoportal, including approaches and metrics relevant to the region.

The Division positioned itself as the geospatial reference in the region, participating in global forums and leading regional initiatives, for example with the recent assumption of the role of technical secretariat of the Committee of Experts on Global Geospatial Information Management (UNGIM) in the Americas, which will allow it to support the creation of the spatial data infrastructure for the Americas, facilitate the incorporation of statistical and geospatial information and allow for better territorial analysis of available regional information.

The Division has led the implementation of cross-cutting statistical aspects of the SDGs through the Statistical Coordination Group for the 2030 Agenda in Latin America and the Caribbean of the Statistical Conference of the Americas and the statistics and data group of the Regional Collaborative Platform for Latin America and the Caribbean on actions involving member States and the United Nations system.

Technical assistance and capacity-building were provided in national statistics in the three development areas and on themes relating to statistical work with the support of three regional advisers focused specifically on accompanying member States in household surveys, national accounts and geospatial data management.

In 2014, the ECLAC Digital Repository was launched, making ECLAC the first entity of the United Nations Secretariat to complete digitization and put its entire intellectual heritage online. Between 2017 and 2021, ECLAC coordinated the United Nations Library and Information Network for Knowledge Sharing (UN LINKS), which coordinates all libraries in the system.

### Areas of contribution to the sustainable development agenda:

- MDG Statistical Programme, 2008–2015.
- Statistical Conference of the Americas, Strategic Plan, 2015–2025.
- Statistical Coordination Group for the 2030 Agenda in Latin America and the Caribbean of the Statistical Conference of the Americas of ECLAC.
- Prioritized set of indicators for regional statistical follow-up to the SDGs in Latin America and the Caribbean, 2017.
- Regional Committee of United Nations Global Geospatial Information Management for the Americas (UN-GGIM: Americas) and Caribbean Geospatial Development Initiative (CARIGEO).

### Annual reports, recurrent publications, collections and newsletters:

- ***Statistical Yearbook for Latin America and the Caribbean***, since 1973.
- ***Statistical Studies***, since 2001.
- ***Social Panorama of Latin America***, together with the Social Development Division.
- **Latin America and the Caribbean: looking ahead after the Millennium Development Goals: Regional monitoring report on the Millennium Development Goals (MDGs) in Latin America and the Caribbean, 2015.**
- ***ECLAC Statistical Briefings***, since 2021.

### Cross-cutting reports:

- Regional MDG monitoring reports (2010 and the entire thematic series since 2005).
- Reports presented at the Forum of the Countries of Latin America and the Caribbean on Sustainable Development.
- ***The 2030 Agenda for Sustainable Development in the new global and regional context: Scenarios and projections in the current crisis***, 2020.
- ***COVID-19 Reports***.

### Websites and observatories:

- The ECLAC main website and the Hernán Santa Cruz Library website.
- The virtual platform for monitoring the Millennium Development Goals, 2009–2015. The Division was a pioneer in the development of these tools, which preceded the Regional Knowledge Platform on the 2030 Agenda in Latin America and the Caribbean (*SDG Gateway*).
- The Regional Knowledge Management Platform for the 2030 Agenda in Latin America and the Caribbean (*SDG Gateway*).
- **The COVID-19 Observatory in Latin America and the Caribbean**, including the geoportal.

- CEPALSTAT, since 2006.
- The CEPALSTAT data governance project, since 2009 (internal).
- The CEPALSTAT geoportal, 2021.
- The SDGs in Latin America and the Caribbean, SDG statistical portal (“Statistics” section of the Regional Knowledge Platform on the 2030 Agenda in Latin America and the Caribbean (*SDG Gateway*), since 2018.
- The Geoportal of the **Comprehensive Development Plan for El Salvador, Guatemala, Honduras and the south-southeast of Mexico**, since 2021.

### Databases published in CEPALSTAT or observatories:

- Demographic and social statistics and indicators for the region: health, education, poverty, income and others.
- Economic statistics and indicators for the region: national accounts, balance of payments, prices, external sector and others.
- Environmental statistics and indicators for the region: environmental quality, energy resources and others.
- Regional databank for monitoring the SDGs in Latin America and the Caribbean, regional SDG indicators.
- Spatial data infrastructure of the Americas/ECLAC (GeoNode; website under construction).
- Measures and actions at the national level: measures and actions to address the COVID-19 pandemic in terms of travel restrictions, economy, education, employment, gender, social protection and health.
- Database of projects of the Comprehensive Development Plan for El Salvador, Guatemala, Honduras and the south-southeast of Mexico, including those implemented by United Nations agencies, funds and programmes and the Mexican Agency for International Development Cooperation (AMEXCID) in these countries.
- Information system of national statistical capacities for the production of indicators for the Sustainable Development Goals.
- Household Survey Data Bank (BADEHOG).
- Database of measures and actions at the national level to address the COVID-19 pandemic in terms of travel restrictions, economy, education, employment, gender, social protection and health.

**Priorities of the agenda of the Division’s units** and for the formulation of a sustainable post-COVID-19 recovery agenda with equality and sustainability:

### Social Statistics Unit

- “Leave no one behind”: capacity-building for data disaggregation by combining data from household surveys, censuses and administrative records, using small area estimation methodologies.
- More comprehensive measurement of well-being: development of a multidimensional deprivation index, to complement the monetary measurement of poverty, and move towards more comprehensive measurements of inequality and wealth by combining sources of information.
- Expansion of information resources: creation of a portal on inequality in different dimensions; incorporation into the Household Survey Data Bank (BADEHOG) of Caribbean surveys, expenditure, time-use and employment surveys, among others, and development of systems for online processing of survey microdata.

### Economic Statistics Unit

- Consolidate the lines of work relating to development from an economic survey database and a repository of national accounts of the countries of the region in supply and use tables, input-output matrices and subnational accounts.

- Successfully complete the 2021 round of the International Comparison Program (ICP) in which ECLAC is the regional coordinator for the 33 participating countries of Latin America and the Caribbean.
- Consolidate the update of the Economic Statistics Management System.
- Develop activities to strengthen economic statistics in the countries of the region post-COVID-19 within the framework of the fourteenth tranche of the United Nations Development Account, along with the United Nations Statistics Division.
- Continue support for the countries of the region to develop their economic statistics through capacity-building activities such as technical assistance, seminars and preparation of methodological documents.

### Environmental and Climate Change Statistics Unit

- Continue technical assistance and capacity-building on environmental statistics in the national statistical systems of countries in the region, in order to enhance the production of environmental, climate change and disaster indicators.
- In the context of the COVID-19 pandemic, promote the System of Environmental-Economic Accounting (SEEA) Ecosystem Accounting in the design of economic recovery policies, considering their impact on the environment and ecosystems.

### Innovation, statistical dissemination and Sustainable Development Goals

- Continue efforts to increase the availability of data and statistics for monitoring the implementation of the 2030 Agenda; promote the development of platforms for statistical monitoring of the SDGs at the national level with the integration of spatial data and the incorporation of information from satellite images for temporal and territorial monitoring; continue implementing mechanisms for the dissemination of official statistical information on all dimensions of development and for the follow-up of international and regional commitments defined in the United Nations agendas through the development of open data platforms; and continue innovating in the statistical and geospatial field.

### Hernán Santa Cruz Library and Web Services Unit

- Launch in 2019 of the Regional Knowledge Platform on the 2030 Agenda in Latin America and the Caribbean (SDG Gateway) and the semantic search engine that links unstructured information from the repository with CEPALSTAT.
- Launch in 2020 of the COVID-19 Observatory in Latin America and the Caribbean, which compiles and makes available the public policies implemented by the 33 countries of the region to mitigate the impact of the pandemic and, starting in 2021, monitors vaccination programmes in the countries of the region.
- In 2021, integration of the Hernán Santa Cruz Library and the Web Services Unit, under the coordination of the Division, in order to initiate the creation of an ECLAC knowledge centre.

### Counterparts and strategic partners:

- National statistical offices, central banks and ministries of environment of the region.
- United Nations Statistics Division.
- Regional commissions and other United Nations entities working in statistics (International Labour Organization (ILO), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), United Nations Office on Drugs and Crime (UNODC), United Nations Office for Disaster Risk Reduction (UNDRR) and United Nations Environment Programme (UNEP) among others, and organizations such as the Inter-American Development Bank (IDB), the World Bank, Eurostat, the Federal Ministry for Economic Cooperation and Development (BMZ)/German Agency for International Cooperation (GIZ) and the Organisation for Economic Co-operation and Development (OECD).

- European Commission – LEARN project on research data policies (2015–2017).
- Subregional entities, in particular the Caribbean Community (CARICOM), the Andean Community and the Central American Integration System (SICA).
- National cooperation agencies of the countries.
- The Division also participates in the following forums: Statistical Commission, Committee for the Coordination of Statistical Activities (CCSA), the Committee of the Chief Statisticians of the United Nations System, Committee of Experts on Global Geospatial Information Management (UNGGIM), statistics and data group of the Regional Collaborative Platform for Latin America and the Caribbean, UNLINKS and the Social Sciences and Humanities Research Council of Canada (SSHRC), Inter-Agency and Expert Group on Sustainable Development Goal Indicators and High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development.

## Opportunities and challenges for the 2022–2024 period

- The growing attention to data and statistics offers an opportunity to **consolidate statistical development** in the region through new capacity-building projects and initiatives. The weak institutional framework of most statistical offices is an obstacle to their adaptation to the changing environment and presents the risk that the offices will not be able to meet new demands, such as playing the role of data stewards and having the skills to access and exploit new data sources.
- The Division faces the challenge of ensuring **deeper integration of the statistical, geographic and unstructured information resources** generated by ECLAC through CEPALSTAT, as well as its sustainability under best practice criteria.
- Another challenge is the **consolidation of new products**, such as the databank of economic surveys, to make available in CEPALSTAT the statistics of industrial economic surveys, the data repository of goods and services supply and use tables, the input-output matrices and subnational accounts of the countries of the region, as well as the outcomes of the 2021 round of the International Comparison Program (ICP).
- Finally, it faces the challenge of maintaining and **consolidating the monitoring of the environmental pillar of the 2030 Agenda** for Sustainable Development (SDGs, Sendai Framework for Disaster Risk Reduction 2015–2030, Paris Agreement, Escazu Agreement, New Urban Agenda and environmental agreements), through the strengthening of the integration of the work of national statistical offices and ministries of environment in order to have capacities and tools for the generation, development and maintenance of environmental statistics. The main opportunity is to achieve this through the promotion, dissemination and adoption of ecosystem accounts by Latin American and Caribbean countries.



## ECLAC subregional headquarters in Mexico

2008–2022

The ECLAC subregional headquarters in Mexico is a thought leader in specialized and multidisciplinary technical knowledge in the subregion through applied research and assistance to governments and the various integration bodies in the areas of energy, trade, climate change, production and value chain policies, social protection, income redistribution and macroeconomics, among others.

The subregional headquarters is staffed by highly qualified officials who are well established in their respective areas of specialization and have in-depth knowledge of the subregional countries. They also maintain close ties with high-level authorities, key stakeholders and relevant institutions in their areas of expertise. The relationship cultivated over the years with governmental and regional integration bodies has enabled it to maintain a close and continuous connection to public policy decision-makers. Through its 70 years of work, the subregional headquarters enjoys convening power, a subregional approach, ties with networks of subregional experts and undeniable reputational capital. Its social communication and dissemination strategy has provided input for opinion makers in the business, diplomatic, academic and political sectors, as well as other societal actors in the subregion.

The subregional headquarters keeps subregional databases and statistics up-to-date and serves as a point of reference for methodological innovation in development issues. It has a well-established reputation for public capacity-building through the provision of support for the preparation of manuals, training of public officials and documentation of public policy learning initiatives. It is also recognized for providing countries with cost-effective, demand-driven technical cooperation and for functioning as an intermediary in the selection of experts and the organization of South-South cooperation. The subregional headquarters puts equality and human rights at the centre of its approach to subregional development. Its studies, statistics and research are consulted and highly regarded by various partners, such as government institutions, academia, the media and civil society organizations. With regard to reform of the United Nations development pillar, the subregional headquarters maintains close ties with the resident coordinators and United Nations country teams to support the common country assessment review process, share economic notes and participate regularly in United Nations country team meetings.

The subregional headquarters has also provided **technical assistance** to countries through initiatives such as the formulation and approval of the Development and Social Protection Law in El Salvador, support with the technical underpinnings for the minimum wage increase policy in Mexico, the design and strengthening of the development financing framework in Cuba, the generation and use of input-output tables for structural analysis of Central American economies, the analysis of structural gaps and value chains, policy recommendations on climate change in Central American countries, and technical cooperation and support to the Ministry of Social Affairs and Labour in Haiti on social protection and determination of the cost of social transfers. The subregional headquarters has also contributed to the preparation of the Comprehensive Development Plan for El Salvador, Guatemala, Honduras and south-southeast Mexico, in collaboration with ECLAC divisions at headquarters and the governments of the participating countries.

Institutions with which activities were carried out to **support Central American integration**:

- The Secretariat for Central American Economic Integration (SIECA) and the Council of Ministers for Economic Integration (COMIECO), the Council of Ministers of Finance of Central America, Panama and the Dominican Republic (COSEFIN) and the Council of Central American Ministers of Health (COMISCA)
- The Central American Agricultural Council (CAC) and the Council of Energy Ministers (CME)
- The Council of Ministers of Planning, the Central American Tourism Integration Secretariat, the Foundation to Promote the Competitiveness of Micro and Small Enterprise in Central America (CENPROMYPE), Coordination of the Community of Practice on Agricultural Insurance and Integrated Risk Management in Countries of the SICA Region and the Inter-Institutional Technical Group of the Mesoamerica Integration and Development Project

### Noteworthy studies and reports:

- *“Pensar fuera de la caja: la economía mexicana y sus posibles alternativas”*
- *Aprender de la historia, atender la emergencia, repensar el futuro. México, Centroamérica y el Caribe frente a la pandemia: diagnóstico y perspectivas*
- *Estrategia Energética Sustentable 2030 de los países del SICA*
- *Mejores prácticas y lecciones aprendidas sobre los seguros agropecuarios en Centroamérica y la República Dominicana*
- *La desigualdad y la estructura de la ocupación en la Ciudad de México, área metropolitana y zona centro*
- *“Análisis del comercio exterior intrarregional entre el Canadá, los Estados Unidos y México: ¿quién ha obtenido los mayores beneficios comerciales en términos de valor agregado?”*
- *Centroamérica y la República Dominicana: estadísticas de hidrocarburos, 2019*
- *Indicadores Sociales Básicos de la Subregión Norte de América Latina y el Caribe: edición 2018-2019*
- *Balance preliminar de las economías de Centroamérica y la República Dominicana en 2020 y perspectivas para 2021. Febrero de 2021*

In coordination with the Statistics Division of ECLAC, the subregional headquarters supplemented the Agricultural Information System (SIAGRO) module of CEPALSTAT with information on climate change scenarios. Data were obtained from high-resolution maps, which allowed for the generation of data up to the municipal level and helped users perform more local analyses of the likely effects of climate change in different sectors. The Module for the Analysis of Growth of International Commerce (MAGIC) is an interactive, trilingual, web-based database and analytical program that provides information on trade in goods in Central America, the United States, Mexico and the European Union, and performs analysis of export competitiveness. The regional and national tables of energy and hydrocarbon statistics represent the most comprehensive compilation of energy sector statistics in Central America and the Dominican Republic and serve as a point of reference in the preparation of development initiatives and projects for the energy sector in the various countries as well as subregional energy integration initiatives.

The **Central American Sustainable Energy Strategy 2030 for the SICA** countries proposes a set of regional actions relating to the quality, quantity and diversity of sources, the provision of modern and affordable energy services across the region and the rational and efficient use of energy in production chains to ensure the supply of energy to the countries of the Central American Integration System (SICA). Over the 2017–2019 period, the Strategy was prepared by ECLAC to support SICA countries and was approved by the SICA Council of Energy Ministers in June 2020.

With respect to **expansion opportunities for some sectors of the Mexican economy** in terms of restoring the purchasing power of the minimum wage, a series of simulations was carried out using the input-output table to assess the impact of the minimum wage increase on key economic variables (GDP, employment, inflation, and intermediate imports). The analysis shows that stimulating demand growth in lower-income families by increasing the minimum wage can have a positive impact on the economy, GDP growth and employment and has a relatively small effect on both inflation and imports, in contrast to the low economic growth and poor income distribution characteristic of the prevailing model in recent decades. As part of the debate on universal social protection, new social risks and emerging human rights, research on the **relevance and feasibility of establishing a universal basic income** is gaining ground as a new right that would provide basic economic security to citizens. The universal basic income would be individual, lifelong, and unconditional, thus affording people greater independence and autonomy to define their life paths and more effectively participate in the labour market.



The priority is to support, through a comprehensive approach, **industrial and trade integration in Central America and trade integration with strategic partners (United States and Mexico)**. Trade and integration processes are addressed as a key element of **industrial policy**, viewed through a broad lens, that includes the tertiary sector (tourism, professional services, transport and logistics, among others). They are also an essential part of a development process centred around environmental sustainability, productivity and equality. In addition, the regional input-output table was updated in collaboration with central banks and national statistical offices in eight countries of the region. The update covers data up to 2018 and includes a broader range of economic sectors that demonstrate recent structural changes in the region. The tool has been—and will be—of great use in designing and evaluating trade, industry, and economic recovery policies relating to the (COVID-19) pandemic.

While initiatives aimed at **ensuring risk-corrective reconstruction (recovery)** have been launched in the SICA region, in general, risk reduction management is absent from reconstruction efforts. Disaster risk reduction must be incorporated into projects of all kinds to support resilient public investment. ECLAC and COSEFIN are focusing on capacity-building to incorporate disaster risk reduction as well as sustainable and inclusive climate change adaptation into public investment in COSEFIN and SICA member countries.

The subregional headquarters also **maintains valuable, high-level communication with national governments**. The recognition and respect accorded the ECLAC subregional headquarters in Mexico by successive governments of Costa Rica, Cuba, El Salvador, Guatemala, Haiti, Honduras, Mexico, Panama and the Dominican Republic are particularly noteworthy. In Mexico, technical cooperation was provided to subnational governments, for example, to local governments of Mexico City, Colima, Jalisco, Puebla and Veracruz, among others.

The national government bodies with which the subregional headquarters has interacted most frequently are the ministries of planning, economy and finance, trade, and foreign affairs, central banks and national statistical offices. The agreements signed and the activities carried out on a regular basis with different leading academic institutions of the subregion—such as the College of Mexico, the National Autonomous University of Mexico (UNAM), the National Polytechnic Institute (IPN), the Central American Institute for Public Administration (ICAP), the National Institute of Public Health (INSP) and the Mora Institute—are also a reflection of the work done at the Subregional Headquarters. The subregional headquarters also worked with foundations and think tanks, such as the Konrad Adenauer Foundation, the Friedrich Ebert Foundation, the Institute of Latin American Studies (IHEAL), the Elcano Royal Institute and the Institute for the Integration of Latin America and the Caribbean (INTAL).

Other **international cooperation** stakeholders with which the subregional headquarters has collaborated, particularly in recent years, include IFAD, Swiss Cooperation, FAO, Norwegian Cooperation, Danish Cooperation, Luxembourg Cooperation and, in coordination with ILPES, the Federal Ministry of Economic Cooperation and Development (BMZ) of Germany/Gesellschaft für Internationale Zusammenarbeit (GIZ) and AECID. Work was also carried out with the Resident Coordinator Offices in nine countries of the region (Costa Rica, Cuba, El Salvador, Guatemala, Honduras, Mexico, Haiti, Panama, and the Dominican Republic) in the context of the United Nations development reform, along with various agencies of the United Nations system in these countries, such as UNDRR, PAHO, IOM, the Office of the United Nations High Commissioner for Refugees (UNHCR) and UN-Women, among others. In addition, joint activities were carried out with international development agencies and financing for development institutions, such as OECD, IDB, CAF and CABEL.

## Opportunities and challenges for the 2022–2024 period

### Opportunities:

- Strengthening the positioning of ECLAC thinking and outputs in the subregion as relevant, timely and high-quality inputs for public debate, decision making and policy formulation.
- Expanding and enriching the public agenda with innovative approaches, viewing the border as an opportunity for sustainable development and taking into account the specific characteristics and needs of each country.
- Continuing to provide support for regional integration processes by strengthening cooperation with the authorities and enhancing linkages with the councils of ministers that make up SICA.
- Enhancing cooperation and technical assistance to countries and subnational governments for the implementation of the Comprehensive Development Plan for El Salvador, Guatemala, Honduras and south-southeast Mexico.
- Leveraging the Commission's reputation in the subregion as a reference institution for information, analysis and a conceptual view of development challenges to promote a transformative recovery centred around the concepts of equality and sustainability.
- The projects implemented by the subregional headquarters have brought innovative approaches to subregional priorities, generating lines of research or technical assistance that have bolstered policy implementation. Among the topics valued by governments and which represent an **opportunity for public policy implementation** are climate change mitigation and adaptation policies; the use of input-output tables to identify economic policies with stronger linkages; the work carried out in value chains in the field of industrial innovation; the formulation and approval of the Development and Social Protection Law in El Salvador, and the provision of technical fundamentals for the minimum wage recovery policy in Mexico.

### Challenges:

- Sustaining the Commission's reputational capital.
- Deepening contributions to United Nations country teams in terms of economic analysis.
- Responding to the growing needs arising from the consolidation of the offices of the United Nations Resident Coordinators.
- Expanding the knowledge frontier and broadening the public agenda in terms of the role of the State and progressive structural change with equality and sustainability. The main challenge facing the subregional headquarters is **to illustrate, providing sound technical arguments, the limitations of the current economic and social model and formulate policy proposals that reverse its consequences and pave the way for a new development pattern.**
- Anticipating the withdrawal of partners and development assistance in the subregional countries.

## ECLAC subregional headquarters for the Caribbean

2008–2022

The ECLAC subregional headquarters for the Caribbean supported the Executive Secretary's launch of the "Caribbean first" initiative to give a prominent place to the subregion in the work of the Commission and better address the specific needs and vulnerabilities of Caribbean countries through an integrated approach, ensuring that the concerns of the Caribbean are given the widest consideration. Ultimately, this strategic vision sought to ensure that all Caribbean voices were heard and appropriately represented in regional and global fora, to advance the subregion's sustainable development agenda. The subregional headquarters also supported the Executive Secretary's establishment in 2011 of the Caribbean Development Roundtable, a biennial gathering of thought leaders from academia, national and regional technical experts, policymakers, non-governmental organizations and community groups to garner broad-based perspective on how best to address the subregion's development challenges. The roundtable has provided a forum for dialogue on key issues, most recently in 2020 with the consideration of strategies for a resilient post-COVID-19 recovery.

During the period 2008–2022, the subregional headquarters prepared the Commission's first flagship publication for the Caribbean, underpinning the enhanced focus and attention given to the increasingly pressing issues facing the subregion. Launched in 2018 as an integral element of the "Caribbean first" initiative at the thirty-seventh session of ECLAC, the first edition of the **The Caribbean Outlook** recounted the devastating effects of the 2017 Atlantic hurricane season, one of the most impactful on the subregion in recent years, and underscored the vulnerability of these countries. Issues addressed in the *Outlook* now regularly influence the main topics of discussion in meetings of the Caribbean Development Roundtable.

The ECLAC debt for climate adaptation swap initiative is well-known as an ongoing Caribbean-wide subregional initiative, which seeks to address the high and unsustainable level of debt of many Caribbean economies, recently exacerbated by COVID-19, which has compromised the growth trajectory of the subregion. The initiative promotes consideration of a strategy to address the high debt-low growth dilemma of the Caribbean in a sustainable manner, while fostering investment in climate adaptation and resilience-building. It will be launched in the first instance as a pilot in three countries: Antigua and Barbuda, Saint Lucia and Saint Vincent and the Grenadines. Integral to the initiative is the creation of a Caribbean resilience fund (CRF) to address the lack of financing for sustainable development in the subregion. The resilience fund will be established as a segregated portfolio unit trust mechanism for attracting local and international finance under three windows: resilience-building, growth enhancement and debt reduction.

In recognition of the Caribbean's high exposure to extreme climatic events, and in direct response to the appeal from member States, in 2014 the Executive Secretary shifted the focus of the Commission's work in damage and loss assessment to the Caribbean. The ECLAC subregional headquarters for the Caribbean was therefore equipped to respond to country needs following the catastrophic passage of Hurricanes Irma and Maria in 2017, two of the most powerful storm systems on record. ECLAC led damage and loss assessments in five of the seven of the hardest hit countries. The application of the ECLAC damage and loss assessment methodology in evaluating the impact of extreme weather events is one of the most highly valued services consistently called on by the member States of the subregion. ECLAC also conducts regular training of national and regional disaster management personnel, to build local capacity in risk assessment and disaster preparedness.

The subregional headquarters strengthened the Commission's outreach with associate member countries, thereby broadening the reach of sustainable development support offered to the countries of the subregion. In the period under review, six new associate members were admitted to the Commission (Bermuda, Curaçao, French Guiana, Guadeloupe, Martinique and Sint Maarten), bringing the total to 14 countries. All participate actively in the Forum of the Countries of Latin America and the Caribbean on Sustainable Development.

ECLAC, through the subregional headquarters, enhanced its profile as the pre-eminent source of robust, reliable data analysis and dissemination on the development issues facing the Caribbean and provided support in strengthening the statistical legislation framework in the Caribbean through research, advocacy and technical assistance to select member States in the review and revision of statistics acts to ensure compliance with the United Nations Fundamental Principles of Official Statistics. Valuable support was also provided in the processing, analysis and dissemination of census data, in particular, to statistical offices for the development of web applications providing controlled access to census microdata using REDATAM software. Other contributions included research and policy recommendations on specific challenges facing the Caribbean, notably on population ageing and its implications for social expenditure; elder abuse; and the prevalence of non-communicable diseases. Initiatives on youth mainstreaming in the Caribbean were developed in collaboration with Caribbean youth organizations and regional bodies, such as the Caribbean Community (CARICOM), on how to advance the 2030 Agenda in the Caribbean. The Caribbean Forum on Population, Youth and Development helped to create synergies between youth policies and broader development frameworks, including the Montevideo Consensus on Population and Development, the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the SDGs and sectoral plans at national level.

The subregional headquarters for the Caribbean also provided regular support to ECLAC subsidiary bodies and intergovernmental meetings such as the Regional Council for Planning, the Regional Conference on Social Development, the Regional Conference on Population and Development in Latin America and the Caribbean, the Statistical Conference of the Americas, the Regional Conference on Women in Latin America and the Caribbean, and the Regional Intergovernmental Conference on Ageing and the Rights of Older Persons in Latin America and the Caribbean.

With respect to intergovernmental and inter-institutional processes, some of the notable activities of the subregional headquarters for the Caribbean included:

- The very active role played in the initiative launched by the Secretary-General, Jamaica and Canada: Financing for Development in the Era of COVID-19 and Beyond, a global movement to find ways to bring much needed financial rescue for those countries most in need at the height of the COVID-19 crisis. In this process, ECLAC was an advocate for middle-income, highly vulnerable, heavily indebted, undiversified economies such as those of the Caribbean and contributed to proposals offering support to this group of countries. ECLAC also offered substantive support to the delegation of Jamaica in its role as co-convenor of the process, providing technical assistance throughout negotiations and culminating with the high-level meeting of the General Assembly in November 2020.
- The conduct of the successful Learning Conference: Implementing the 2030 Agenda in the Caribbean Region, in May 2019, in collaboration with the United Nations Institute for Training and Research (UNITAR) and the Department of Economic and Social Affairs. The conference featured strategic thinking and knowledge-sharing sessions at which good practices and lessons learned were shared and challenges discussed, in particular those related to climate change, the Samoa Pathway, the high-level political forum and voluntary national reviews. Thematic sessions covered various aspects such as existing mechanisms for equipping public institutions and mobilizing partnerships, national perspectives and experiences in localizing the 2030 Agenda, multi-stakeholder approaches and various stages of the national policymaking cycle, integrated sectoral and territorial planning, and gaps, issues and challenges in the Caribbean for monitoring progress on the SDGs.
- Strengthening of institutional frameworks in the Caribbean for an integrative approach to the implementation of the 2030 Agenda and the sustainable development agenda of small island developing States (SIDS Agenda). Technical assistance was provided to countries in mainstreaming the SDGs and the SIDS Agenda in national development plans, establishing national SDG mechanisms, and preparing voluntary national reviews of the implementation of the 2030 Agenda for Sustainable Development to be presented at the high-level political forum on sustainable development. In this regard, the Caribbean Development and Cooperation Committee approved

the renaming of the Caribbean Development and Cooperation Committee-Regional Coordinating Mechanism as the Caribbean SIDS Mechanism for Sustainable Development.

- The convening of a seminar on non-communicable diseases (NCDs) and their impact on sustainable development in the Caribbean, in November 2021. The seminar examined the wide impact of COVID-19 in relation to NCDs and highlighted the contribution that an economic analytical approach to the problem of NCDs could make towards sustainably addressing the developmental challenges posed by these chronic diseases.

The main counterparts and strategic partners of the subregional headquarters for the Caribbean at the government level include ministries of foreign affairs, finance, housing and urban development, social development, and education and youth development; ministries and departments responsible for gender affairs, natural resources management and environmental affairs, climate change, and disaster management; and national statistical offices.

Within the United Nations system, partnerships include the Department of Economic and Social Affairs, UNESCO, UNICEF, UN-Habitat, the United Nations Information Centre for the Caribbean Area (UNIC), the Major Group for Children and Youth, UNDRR, United Nations Resident Coordinator Offices in the Caribbean and UN-Women.

At the regional level, the main counterparts and partners are the Association of Caribbean States (ACS), the CARICOM Secretariat, Caribbean Telecommunications Union (CTU), the Organization of Eastern Caribbean States (OECS) and the University of the West Indies.

## Opportunities and challenges for the 2022–2024 period

- Establishment of the Caribbean resilience fund.
- Supporting the work of the United Nations system in the development of a multidimensional vulnerability index.
- Supporting economic recovery and resilience-building, particularly in tourism-dependent economies.
- Supporting the implementation of the 2030 Agenda and the SDGs by assisting member States in the preparation of their voluntary national reviews and the development of their national sustainable development strategies and national planning institutes.
- Preparation for the 10-year review of the SAMOA Pathway on SIDS, due in 2024.
- Continuing to strengthen the statistical capacity of States and improve data access in the Caribbean.
- Continuing to advocate strengthening the voice of the associate member countries in the Commission.
- Prioritizing broadband and digital transformation as critical pillars of national development.



The ECLAC office in Bogotá has been part of **expert missions** that provided government agencies with assessments and recommendations covering various areas. The missions are technical and specialized independent spaces, in which ECLAC ideas are considered, and have included the mission for the strengthening of the system of cities (2013), the mission for the transformation of the countryside (2014), the green growth mission (2017) and the employment mission (2020), led by the National Planning Department (DNP) of Colombia. In addition, the office in Bogotá has participated in expert groups convened by the Ministry of Finance and Public Credit to analyse tax revenues and public expenditure, as well as the territorial tax system in Colombia (2019). With the City Council of Bogotá, the office also participated in the mission on educators and citizen wisdom (2020), convened by Bogotá to formulate an agenda with a horizon of 2038.

Regarding the building and strengthening of institutions that work with **statistical metrics and methodologies**, in 2008, the office proposed and participated in the creation and subsequent consolidation of a technical standing committee, which is still functioning, that has supported the National Administrative Department of Statistics (DANE) of Colombia with the design of a methodology for measurement of income poverty and multidimensional poverty, with the ongoing support of the Statistics Division of ECLAC. Since 2020, the office has functioned as an advisor, together with other entities and experts, on the construction of a multidimensional poverty index for children led by DNP.

As part of its contribution to the **peacebuilding agenda**, since 2017 the office has been working with the United Nations system in Colombia on implementation of the peace accord with government entities and various private actors. The office's contribution has been the strategy for rural-urban interrelationships and for territorial fabrics for construction of inclusive development policies, which has been launched in two of the territories most affected by conflict.

Since 2020, the strengthening of the Resident Coordinator Office team has made it possible to create a technical space with an agenda decided by the technical teams of the various entities. In this space, the ECLAC office in Bogotá strengthens the agenda of inclusive growth, employment policies and monitoring of other public policies, while providing an integrating vision of regional development.

The office contributes through detailed monitoring of macroeconomic conditions and preparation of the notes on Colombia for the ***Economic Survey of Latin America and the Caribbean*** and the ***Preliminary Overview of the Economies of Latin America and the Caribbean***.

### Key publications:

- ***Valoración de daños y pérdidas: ola invernal en Colombia 2010–2011***
- ***Amazonia posible y sostenible***
- From the ***Studies and Perspectives series***, 12 studies on issues related to competitiveness, social protection and taxation (between 2010 and 2021).
- Twelve publications are in the process of being edited for the project “Rural-Urban linkages for inclusive development in Colombia,” which the Bogotá office has been working on since 2018 with the support of the United Nations Development Account. These publications examine economic, social, environmental and cultural linkages between stakeholders in territorial development, their contribution to the well-being of the population and proposals for strengthening these linkages.

In relation to inclusive growth policies —based on strengthening of linkages between rural and urban areas, reconnecting territories and renewed appreciation for rural life— during the 2008–2022 period the office sought to accelerate pursuit of the SDGs and peacebuilding. In doing so, the office drew on lessons from project on rural-urban linkages, which the office implemented between 2018 and 2021 in two of the territories prioritized by the Government of Colombia, where Development Programmes with a Territorial Approach (PDET) are pursued. Another goal that has

emerged from the lessons learned during the COVID-19 pandemic is to support local governments with transformative recovery strategies in their economic recovery programmes.

The slower recovery in employment and worse figures for women and young people have exposed the structural problems in the Colombian labour market. This is another potential area for collaboration with public institutions and other cooperation agencies, particularly regarding active employment policies and innovative approaches to reduce labour informality.

The office has worked with the Government of Colombia on the conceptualization, analysis and design of the social protection system. The pandemic drew attention to the difficulties the State faces in providing effective protection to the vulnerable population and there is a consensus that moves should be made towards establishing a universal basic income. To achieve this, it will be necessary to implement mechanisms to remove macrofiscal restrictions and assess proposals to gradually introduce this instrument.

One of the priorities for the 2008–2022 period was to maintain technical assistance and cooperation on statistical methodologies and new metrics. Experience and institutional strengthening regarding poverty indicators should be accompanied by innovations that address subjective well-being issues in measurements.

## Key counterparts and strategic partners :

### Government institutions

- The Ministry of Finance and Public Credit
- The National Planning Department (DNP)
- The National Administrative Department of Statistics (DANE)
- The Ministry of Trade, Industry and Tourism (MINCIT)
- The Bank of the Republic (central bank)
- The City Council of Bogotá and its different offices

### Cooperation entities

- The World Bank, IDB and OECD, whose areas of work overlap with the country's public agenda.

### United Nations system entities

- The Resident Coordinator Office and the United Nations Sustainable Development Cooperation Framework 2020–2023, signed with the Government of Colombia, interlink areas of work with several bodies from the United Nations system, in particular UNDP, UNFPA and FAO.

### Other stakeholders

- The Latin American Center for Rural Development (RIMISP)
- University of the Andes, Del Rosario University, University of Ibagué, University of the North, University of Antioquia, the Board of Rectors and Directors of higher education institutions in the Department of Meta (MERUM)
- Association of Family and Business Foundations (AFE)
- Organizations that are highly regarded for their work on the rights approach, such as the Consultancy for Human Rights and Displacement (CODHES).
- Asociación Nacional de Empresarios de Colombia (ANDI)
- The Confederation of Cooperatives of Colombia (CONFECOOP)
- Sustainable Development Goals Centre for Latin America and the Caribbean (CODS)



## Opportunities and challenges for the 2022–2024 period

- Presidential elections (2022–2026) and parliamentary elections (2022–2024) will be held in Colombia in the first half of 2022. The various coalitions have put forward proposals regarding the peacebuilding process, necessary structural reforms and strategies for transformative recovery from the crisis caused by the pandemic.
- Supporting the **design of inclusive development policies** that cater to populations and territories that were traditionally excluded by the conflict and that are one of the goals of the peace agreement.
- Designing strategies to achieve **territorial convergence** and reduce heterogeneity and disparities. ECLAC has some understanding of the interactions in the territories and the recently concluded project in Colombia highlighted the need to better understand these interactions. The segmented policy approach (very urban and sectoral or exclusively rural) has resulted in weak and asymmetric territorial linkages. Strengthening these linkages will reinforce spatial integration, social inclusion and development.
- Providing knowledge on strategies for the **universalization of social protection** and to move towards the gradual introduction of a basic income.
- Achieving a better, **more progressive tax structure** that generates more revenues from personal income. This is another area in which the systematized knowledge and ideas of ECLAC can make a contribution. The first task of the next government will be to propose another tax reform, as fiscal space is minimal. Colombia has lost its investment grade status and will have to make a significant effort to rebalance its public finances.
- Contributing to joint work with government institutions and United Nations teams on **environmental protection and migration**, areas in which ECLAC could provide support owing to their regional and cross-border implications. ECLAC has conducted specialized work to strengthen national capacity in new policies that have some impact on the targets of the 2030 Agenda (such as green growth, the bioeconomy and renewable energy). The work of CELADE-Population Division of ECLAC and the Social Development Division has also resulted in more comprehensive frameworks for aspects of migration.
- Supporting the **2050 foresight** exercise initiated by DNP based on the knowledge and experience of ECLAC in this field.
- The main challenge for the ECLAC office in Bogotá is to convert government recognition into **adequate and flexible funding** to achieve a greater, more diverse and creative impact.



One of the main activities carried out by the ECLAC office in Brasilia was construction of the **repository of case studies on the big push for sustainability in Brazil**, which was created following an open call for case studies of investments for sustainable development in the country. More than 100 case studies were received and reviewed by an evaluation committee, and more than 60 were considered eligible and are available in the repository. The repository was launched on 26 May 2020 in a webinar attended by experts and high-level authorities that received more than 2,000 views, during which an announcement was made of 15 cases that had been selected as the most transformative for the big push for sustainability. More than 300 authors from all regions of Brazil and from different areas of society and sectors of the economy voluntarily contributed case studies. In addition to recording specific cases and providing insight into them, the project enabled dissemination of the concept of a big push for sustainability and mobilization of a large and diverse network of stakeholders working on the issue. The initiative has become a model for convening and for recognizing best practices.

At the twenty-sixth Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 26), in Glasgow in November 2021, a hybrid side event was held, facilitated by ECLAC with the support of the European Union through the EUROCLIMA+ programme, with 15 members of parliament from 12 Latin American and Caribbean countries and territories, who signed a joint declaration marking the creation of the **Parliamentary Observatory on Climate Change and Just Transition (OPCC)**. This process was coordinated by the office in Brasilia and the Sustainable Development and Human Settlements Division.

Between 2018 and 2022, in partnership with various stakeholders, the office implemented nine technical cooperation projects linked to the **big push for sustainability**, in areas such as gender, employment, innovation, renewable energy and sustainable mobility. This cooperation was made possible by the efforts of the office to find new partners and donors, including the Friedrich Ebert Foundation. **The Energy Big Push project** received a PAINEL Trophy 2021 in the innovation category. One noteworthy initiative was the cooperation with Environmental Committee of the Federal Senate of Brazil to draft the legal framework for a transformative recovery with sustainability and equality in the Fórum da Geração Ecológica, a plural space dialogue among leaders and experts to formulate the legislative proposals that would make up the framework. Also noteworthy is the **Green Patents project**, with the participation of more than 100 patent examiners from 19 countries in the region.

Between 2008 and 2022, technical cooperation between ECLAC and the Institute of Applied Economic Research (IPEA) was strengthened. This is the oldest ECLAC cooperation in Brazil (from around 1970 onward). Since 2008, cooperation with IPEA has been maintained through periodic four- or five-year agreements to perform activities and studies, especially on poverty —such as poverty lines for Brazil— and foreign trade, through preparation of input-output tables and publications and texts for discussion. In 2021, as part of this cooperation, 32 consulting contracts were signed for preparation of joint studies and research on: productivity, investment and growth; foreign trade and international cooperation; financing for development; evaluation of public policies; innovation, technology and environmental sustainability; modernization of the State; and population and social development. In addition, eight studies were published, and eight webinars were held for discussions and sharing of experiences.

The mission of the office is to promote ECLAC studies and proposals for economic and social development with sustainability in Latin America and the Caribbean based on ECLAC thinking and the principles of the United Nations (2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs)). The aim is to encourage the Brazilian Government, public institutions and civil society to participate in ECLAC activities and studies.

The main research and cooperation agenda of the office is based on the big push for sustainability. To this end, the office prepares studies and data analyses, assesses and proposes public policies, conducts training activities, organizes technical meetings and discussions, and promotes peer-to-peer exchanges, mainly in the framework of technical cooperation projects and strategic policy dialogues, having published around a dozen studies and held more than 20 events on the issue.

Its **most recent projects and priorities** focus on encouraging the development of technological and innovative capabilities for a big push for sustainability in Brazil (Energy Big Push 2.0 and Green Patents projects), fostering a more leading role for the legislature in the formulation of effective regulatory frameworks for the big push for sustainability in the country (cooperation with the Federal Senate of Brazil) and promoting a big push for electromobility for buses in São Paulo (projects to achieve inclusive, sustainable and smart cities).

The office has four main lines of work:

- **Strengthening relations between ECLAC and Brazil** through cooperation with federal government agencies in key areas of development (Ministry of Foreign Affairs, Ministry of Economic Affairs, Ministry of Energy and Mining, Ministry of Science, Technology and Innovation, IPEA); with the private sector and civil society, including large companies (Natura, Raízen), small and medium-sized enterprises (SMEs), associations (National Confederation of Industry (CNI)) and the Brazilian Network for the Global Compact (Rede Brasil do Pacto Global); with the academic sector (universities and research centres); with other branches of government (legislature) and subnational governments (São Paulo).
- **Working in collaboration with ECLAC divisions, subregional headquarters and other national offices**, including frequent collaboration with almost all divisions of the Commission to prepare documents and publications, including periodic flagship reports such as the *Economic Survey of Latin America and the Caribbean* and the *Preliminary Overview of the Economies of Latin America and the Caribbean*, as well as the 2018 session document (particularly modelling of scenarios for the big push for sustainability in the region); collaboration and implementation of projects with the Sustainable Development and Human Settlements Division of ECLAC, such as participation in projects led by the EUROCLIMA+ programme, the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany/ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the United Nations Development Account; frequent collaboration with ECLAC country offices for joint work and information exchange (*Boletín de Comercio Exterior del MERCOSUR*); and collaboration with the subregional headquarters in Mexico and the subregional headquarters for the Caribbean.
- Developing alternative sources of support, new topics and collaborations with **international cooperation organizations** (Friedrich Ebert Foundation, Open Society Foundations); national organizations from the private, academic and non-governmental sectors (National Confederation of Industry, Brazilian Network for the Global Compact); technical cooperation funds and agencies (GIZ, EUROCLIMA+ programme); and the United Nations system, in particular the United Nations country team, in partnership with other agencies, funds and programmes.
- Working with **the resident coordinator and the United Nations country team** on reform of the United Nations development system in the region. The United Nations country team comprises 26 agencies, funds and programmes, with a broad set of mandates and expertise. ECLAC actively contributes to the work of the United Nations country team, especially by authoring and leading the common country assessment (CCA) (chapters on economic transformation and forward-looking analysis) and provides substantive advice for cooperation with the Brazilian Development Association (ABDE) on financing for development and implementation of the 2030 Agenda for Sustainable Development.

Over more than six decades in the country, the office has forged an extensive network of **relationships with stakeholders**:

- The federal government (Ministry of Economic Affairs, IPEA, National Institute of Industrial Property (INPI), Ministry of Foreign Affairs, Brazilian Cooperation Agency (ABC), Ministry of Science, Technology and Innovation, Center for Strategic Studies and Management (CGEE), Ministry of Mining and Energy, Energy Research Enterprise (EPE)).
- Subnational governments (Municipality of São Paulo).

- Legislatures (Federal Senate of Brazil, 15 members of parliament from 12 Latin American and Caribbean countries, within the framework of the Parliamentary Observatory on Climate Change and Just Transition (OPCC)).
- Private sector (National Confederation of Industry (CNI), Business Mobilization for Innovation (MEI)).
- Civil society (Inter-Union Department of Statistics and Socioeconomic Studies (DIEESE)).
- The United Nations country team (Resident Coordinator, Brazilian Network for the Global Compact, UN-Women ILO).
- Donors (Friedrich Ebert Foundation - Brazil, Open Society Foundations).
- Academia (Federal University of Rio de Janeiro, State University of Campinas (Unicamp), Getulio Vargas Foundation (FGV), Federal University of São Paulo (UNIFESP), various academic associations, such as the National Association of Graduate Programs in Economics (ANPEC), and economic research associations, such as the Brazilian Keynesian Association (AKB)).

## Opportunities and challenges for the 2022–2024 period

### Opportunities

- Inclusion of the office in the national innovation system —and cooperation with key actors in that system— to develop capacities related to the big push for sustainability.
- Signing of cooperation agreements for sustainable innovation with the National Confederation of Industry (CNI) and Business Mobilization for Innovation (MEI).
- Formation of new partnerships (with legislatures) in Brazil and other countries in the region, especially within the framework of approval of the Open Society Foundations' support to the Parliamentary Observatory on Climate Change and Just Transition (OPCC).

### Challenges

- Presidential elections in 2022, meaning that there is uncertainty over management in the public sector.
- A fragile economic outlook, with severe fiscal constraints in 2023 and beyond.
- Planning for personnel handovers at the ECLAC office in Brasilia.
- Signing of the new agreement with IPEA in July 2023.



The intense technical assistance agenda of the ECLAC office in Buenos Aires helped to **strengthen the institutional ties** with local counterparts, especially with government bodies such as the Ministry of Economy, the Ministry of Productive Development, the Ministry of Science, Technology and Innovation, the Ministry of Social Development, the Ministry of Labour, Employment and Social Security, and the Ministry of Women, Genders and Diversity. One example of this was the study *Economía digital y tributación: el caso argentino en el marco de la experiencia internacional*. The territorial presence of ECLAC was also strengthened at the provincial government level, notably through the technical assistance provided to the province of Santiago del Estero, in coordination with the Ministry of Productive Development, for the design of productive transformation policies, contained in the document *Lineamientos para la transformación productiva en Santiago del Estero*. As part of this agenda, the published in cooperation with the Ministry of Economy an up-to-date series on the gross geographic product of Argentina's 24 provinces, reflecting the office's increasing influence in territorial matters.

**Collaboration ties were also forged with other country offices and with the substantive divisions** of ECLAC, in particular the Economic Development Division, the Production, Productivity and Management Division, the Social Development Division, the Gender Affairs Division, the Statistics Division, the International Trade and Integration Division and the Latin American and Caribbean Institute for Economic and Social Planning (ILPES). An example of this cooperation was the lead role in the preparation of the *Boletín de Comercio Exterior del MERCOSUR: treinta años del MERCOSUR, en busca de una estrategia exportadora exitosa* together with the ECLAC office in Montevideo, the ECLAC office in Brasilia and the International Trade and Integration Division.

Links with local offices of other **United Nations agencies, funds and programmes** were strengthened with a view to mobilizing resources and carrying out projects. An example of this was seen in the technical assistance for the development of a **federal care map**, a platform that publishes the public, private and community institutions providing care for different population groups (early childhood, older persons and persons with disabilities) and at the same time generates new data for the design of care policies.

The office has attached priority to shedding light on Argentina's territorial asymmetries and promoting technical assistance projects designed to mitigate, reduce or reverse these asymmetries, given that reducing territorial inequalities has the potential to make a significant social impact. This is a strategic approach, as a territorial agenda can expand ECLAC presence throughout the national territory, which is essential for building the social capital of an office located in a large country with a federal structure.

Work was carried out at the level of national government with the aforementioned ministries. At the subnational level, activities were carried out in different areas, generally related to productive development, in the provinces of Buenos Aires, Chaco, Jujuy, La Rioja, Misiones, Santiago del Estero, Tierra del Fuego and Tucumán, and in the city of Buenos Aires.

Within the **United Nations** system, in addition to ongoing collaboration with the Resident Coordinator's Office, the office has worked with the International Labour Organization (ILO), and, beginning in 2022, will jointly prepare and publish with that organization a local edition of the *Employment Situation in Latin America and the Caribbean*. A number of inter-agency projects were also implemented with UNICEF, UNDP and UN-Women: these included the project on early childhood and comprehensive care systems, financed by the Joint Sustainable Development Goals Fund, and the project on gender-sensitive socioeconomic recovery from the COVID-19 crisis to promote women's economic autonomy and care for persons with disability in Argentina, carried out in the framework of the United Nations Comprehensive Response to COVID-19: Saving Lives, Protecting Societies, Recovering Better, of the Multi-Partner Trust Fund (MPTF) Office.

At the request of the Strategic Affairs Secretariat of the Office of the President, **technical assistance was provided to the Economic and Social Council**, a collegiate body with citizen participation established by Decree No. 124/2021. In this context, the office is providing support for the design of an export promotion strategy for Argentina on the basis of studies on export potential for which fieldwork and business surveys are being conducted.

## Opportunities and challenges for the 2022–2024 period

### From an institutional perspective:

- At the national level, consolidating the trust built up across the branches of government with regard to technical assistance, which has placed the office and its staff in a favourable position, as it is increasingly called upon to participate in the design and implementation of specific public policies.
- At the provincial level, strengthening the Commission's presence throughout the territory, not just in the city of Buenos Aires. This presence has increased steadily since 2008— in the 2021–2022 biennium alone, for example, the ECLAC office in Buenos Aires will have implemented technical assistance projects in 11 of the 24 provinces.

### From a substantive perspective:

- Reinforcing two cross-cutting themes —gender and territorial perspective— which feed ever more systematically into technical assistance and research projects.



The ECLAC office in Montevideo maintained **technical cooperation agreements** with most of Uruguay's ministries and with academic and civil society actors. Of note in 2017 was the provision of technical support to the Office of the President of the Republic for the analysis of the care system in Uruguay over the long term, with the Office of Planning and the Budget as counterpart. Together with the National Academy of Sciences of Uruguay and public and private universities, the office provided support in 2021 for the diagnosis and design of post-COVID-19 economic recovery policies. It also provided support to the Uruguayan cooperative system and is organizing an observatory, together with the National Cooperative Institute (INACOOP) of Uruguay, to measure the contribution of the cooperation system to the economy beyond GDP, taking into account its contributions to the environment and social inclusion. In addition, technical support is being provided to the Ministry of Labour and Social Security to build a database and a data warehouse to cross-reference information from many different sources, thereby providing a tool for the design of employment policy and collective wage bargaining. The ECLAC Statistics Division supported the Central Bank of Uruguay in the construction of the national accounts.

In 2016, the ECLAC office in Montevideo published **two books and six documents** in *Studies and Perspectives series-ECLAC Office in Montevideo*; while the latter collection carried seven documents in 2017, three in 2018, five in 2019, ten in 2020 and three in 2021, in addition to a project document in this last year.

The office's priorities include **policymaking support for the government**; supporting the government and the **United Nations system** in the implementation of the recommendations of the United Nations system in Uruguay regarding post-COVID recovery policies; **and supporting civil society** on inclusive development matters. With a focus on post-pandemic recovery, studies were conducted for the Ministry of Labour and Social Security and the Ministry of Social Development on cash transfers and their impacts, as well as studies on production chains for recovery, including the circular economy and recycling. Work was also undertaken with the Office of the Vice-President of the Republic, the Ministry of Labour and Social Security and the Ministry of Education and Culture on a digital agenda for women in the poorest quintile.

The main **counterparts** and **strategic partners** were the Ministry of Economy and Finance, the Ministry of Labour and Social Security, the Ministry of Social Development, the Ministry of Education and Culture, the Ministry of Industry, Energy and Mining, the Office of Planning and the Budget, the Central Bank of Uruguay, the Social Security Bank, the National Cooperative Institute (INACOOP), the National Institute for Women (INMUJERES), the Chamber of Industries of Uruguay, the national trade union center Plenario Intersindical de Trabajadores - Convención Nacional de Trabajadores (PIT-CNT), the departmental governments, the University of the Republic and the Juan Pablo Terra Institute. From the United Nations system, the main partners UN-Women, UNICEF, UNIDO and the Office of the Resident Coordinator.

### Opportunities and challenges for the 2022–2024 period

- Continuing cooperation efforts, especially with the Ministry of Social Development and the Ministry of Labour and Social Security, on employment measurement issues and the construction of a data warehouse to cross-reference information from different sources.
- Working with these same ministries on decent work issues, in cooperation with the International Labour Organization (ILO).
- Working with PIT-CNT and the Chamber of Industries of Uruguay on value chains and productive diversification with an environmental focus.
- Working with INACOOP and the departmental governments on value chains, decentralization and promotion of the cooperative system.

- Working with cooperatives on the construction of an observatory of the cooperative system in Uruguay, with measurements going beyond the contribution of the system to GDP.
- Continuing cooperation with UN-Women on gender issues.
- Working on the dissemination and support of initiatives relating to the Escazú Agreement in Uruguay.

The thematic priorities of the ECLAC office in Washington, D.C. are mainly related to its role as liaison with the Government of the United States of America, the Government of Canada and international organizations based in the capital of the United States. Through its research, policy analysis, technical assistance and outreach activities, the office also seeks to improve understanding of the Latin American and Caribbean region's economic relations with the United States and Canada and the region's access to external financing.

By means of three annual economic reports, three documents on capital flows, bulletins and the regular maintenance of a database, the office monitors the economic situation in the United States and Latin American countries' access to international capital markets. In the 2008–2022 period, deeper analysis was conducted of access to bond markets by the economies of the Caribbean and Central America, identifying vulnerabilities associated with the size of the economies. Starting in 2016, monitoring began of regional green bond issues in international markets, assessing their potential contribution to financing the implementation of the 2030 Agenda for Sustainable Development the SDGs. Also noteworthy is the publication of documents on financing that analyse the impact of the 2008 global financial crisis on access to international bond markets for Central American and Caribbean countries and the economic and fiscal challenges and indebtedness facing the Puerto Rican economy.

On matters of economic relations between Latin America and the Caribbean and the United States and Canada, the office continuously monitors: (a) flows of goods and services, (b) trade relations with the United States, including trade policy as it applies to the region, and (c) access of the region's countries to the United States market. In this category, mention is warranted of efforts to monitor the trade conflict between China and the United States and the repercussions this could have on the region, as well as the in-depth analysis of the pharmaceutical industry and the role of trade agreements in its development in the region.

Papers are published on specific topics, such as the analysis of intellectual property protection in the pharmaceutical industry under the Trans-Pacific Partnership (TPP) Agreement, competition by China and other regions with exports from Latin America and the Caribbean in the United States market, and the role of multilateral development banks in financing the 2030 Agenda for Sustainable Development.

With respect to intergovernmental and inter-institutional processes, support is provided for the Summit of the Americas Process, the Pathways to Prosperity Initiative and the Inter-American Task Force on Women's Leadership. Within the framework of the Summit of the Americas, and as the ECLAC focal point in the Process, the office coordinates with the Joint Summit Working Group to follow up on the mandates emanating from the Summits. In the case of the Pathways to Prosperity Initiative, as ECLAC focal point, support was coordinated as a member of the Tripartite Committee (OAS - IDB - ECLAC). In the case of the Task Force, coordination also includes other entities, such as IDB, UN-Women, UNDP, OAS and PAHO. The office also coordinated with IDB, the World Bank and IMF to support Western Hemisphere Finance Ministers Meetings. Further, the office liaised with the Advisory Committee of the **Latin American Development Forum series**, and with PAHO and other agencies in the framework of the Inter-American Task Force on Non-Communicable Diseases.

Within the framework of the Summits of the Americas Process, prominent contributions were inputs to the document **The reactions of the governments of the Americas to the international crisis: an overview of policy measures up to 31 March 2009** (Fifth Summit of the Americas), and the preparation of the document **Areas for cooperation in the Americas: Building opportunities for inclusive development** (Seventh Summit).

In the area of information dissemination, representatives of the office gave lectures at the National Foreign Affairs Training Center (Foreign Service Institute of the United States Department of State), Johns Hopkins University, Columbia University, Georgetown University, Syracuse University, the

Inter-American Defense College (IADC), the Federal Reserve Bank of Atlanta and the Federal Reserve Bank of St. Louis, and participated as panellists in Caribbean/Central American Action events, the Inter-American Dialogue, the Intergovernmental Group of Twenty-four on International Monetary Affairs and Development (G24) and the OAS, among others. In 2021–2022, the office participated in 11 seminars and conferences to reflect on the economic and social outlook of the region in the context of the COVID-19 pandemic. Through participation in seminars and conferences, ECLAC thinking was presented on the economic and social effects of the pandemic, the region's economic policy response and the prospects for recovery based on the analyses contained in ECLAC publications, as well as in the series of **COVID-19 Special Reports**. The report sent out monthly by the office, *CEPAL News*, reaches an audience of around 100,000. In 2021, collaboration activities were undertaken with headquarters in Santiago to provide inputs for the document ***Plan for self-sufficiency in health matters in Latin America and the Caribbean: Lines of action and proposals***, as well as for the flagship publication ***International Trade Outlook for Latin America and the Caribbean 2021*** of the Division of International Trade and Integration. The office also contributed to the preparation of the document on **corporate governance in Latin America and the Caribbean and the use of environmental, social and governance debt instruments to finance sustainable investment projects** together with the Division of Production, Productivity and Management, presented at a side event of the 2022 meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development. In addition, in 2021, the gender perspective was incorporated into the office's regular publications.

The office supported the dissemination of the Escazú Agreement in a joint effort with the Embassy of Costa Rica in the United States to inform members of other embassies (from the region and beyond) about the details of the Agreement and encourage its ratification.

In the recent period, the office's priorities included monitoring the United States economic situation in the context of the COVID-19 pandemic, United States economic relations with Latin America and the Caribbean, and the access of the region's countries to international financial markets. In this area, the office continued to prepare its six regular reports on the economic situation in the United States and access to external financing, the annual study on trade relations between the United States and the region, and the early warning notes (which provide information and analysis of United States policies and their implications for the countries of the region to the Office of the Executive Secretary). A special report on the impact of the pandemic on the United States economy and its policy response was prepared and presented by the Executive Secretary of ECLAC in Washington D.C., and emphasis has been placed on the economic policy proposals of the current Administration of the United States. The maintenance and updating of the database on debt issues and risk margins continued, as well as the provision of inputs to the Economic Development Division of ECLAC for the preparation of the publications ***Economic Survey of Latin America and the Caribbean*** and ***Preliminary Overview of the Economies of Latine America and the Caribbean***.

Liaison and dissemination activities with government agencies of the United States, Canada and international organizations based in Washington, D.C. continued in response to the challenges of adapting to the situation induced by the pandemic, which meant that most of them were carried out online. In particular, during 2021 and 2022, closer ties were generated with the Department of State's National Foreign Affairs Training Center, with intergovernmental groups such as the Intergovernmental Group of Twenty-four on International Monetary Affairs and Development (G24) and with academia and think tanks, as well as with the agencies of the inter-American system and with international financial institutions based in Washington, D.C. The most noteworthy liaison tasks included participation in the Joint Summit Working Group, providing, along with 12 other institutions, technical guidance for the identification and negotiation of issues addressed in the Summit of the Americas Process, in preparation for the Ninth Summit of the Americas, to be held in the United States in June 2022. The office also participated in the meetings of the Inter-American Task Force on Women's Leadership to design the work programme for the Ninth Summit of the Americas, coordinating the Commission's participation in the various Task Force activities with the ECLAC

Division for Gender Affairs. Finally, mention is warranted of collaboration undertaken with PAHO and other organizations within the framework of the Inter-American Task Force on Non-Communicable Diseases, in whose coordination and liaison meetings the office has participated.

In 2021, the office management was invited to speak at the event on cooperation between Japan and Latin America and the Caribbean in post-pandemic recovery organized by the Inter-American Dialogue and the Japan Association of Latin America and the Caribbean (JALAC), entitled “Toward Pandemic Recovery in Latin America and the Caribbean: Exploring New Dimensions of Japan-US-LAC Interregional Cooperation”. In addition, inputs were provided for the meeting of the Intergovernmental Group of Twenty-four on International Monetary Affairs and Development (G24) within the framework of the spring meetings of the International Monetary Fund and the World Bank.

## Opportunities and challenges for the 2022–2024 period

- Uncertainty concerning the evolution of the pandemic continues to overshadow recovery globally and in Latin America and the Caribbean. The inflationary pressures that have been building up in the United States, in the context of tight labour markets and rising inflation expectations, are beginning to require the withdrawal of the accommodative monetary policy of recent years. This represents a risk and a challenge for the countries of the region. Should financial conditions tighten abruptly, given the high rates of indebtedness, several Latin American and Caribbean countries could face reversals of capital flows. In this context, the office’s research activities will prioritize the monitoring of United States monetary policy with emphasis on its impact on access to financing for the region’s economies. It will also follow up on the current debate on the causes of inflationary pressures and recommendations for their management.
- Recovery opens up the possibility of implementing the necessary reforms to overcome the structural barriers facing the region in its pursuit of economic growth while generating high-quality and environmentally sustainable jobs. The office will continue to monitor the sovereign issues of the countries in the region, affording attention to financing for development based on green finance. It will also pursue the study of the circular economy in the United States and Canada in greater depth, by analysing international trade between the United States and the countries of the region.
- The evolution and possible impacts on the region of the trade conflict between the United States and China, the region’s main trading partners, will continue to be monitored.



## I. Financial resources

### 1. Development pillar and programme budget context in the biennium 2008–2009

#### **Improving the effective and efficient delivery of the mandates of development-related activities and revised estimates relating to the programme budget for the biennium 2008–2009 (A/62/7/Add.40, July 2008).**

General Assembly resolution A/62/236 recognized the need for strengthening the development pillar of the United Nations Secretariat and the importance of strategic planning. In his report to the General Assembly (A/62/708), the Secretary-General presented a comprehensive proposal to improve the delivery of the mandates of the development-related activities carried out by the Department of Economic and Social Affairs (DESA), the United Nations Conference on Trade and Development (UNCTAD), the regional commissions and the Development Account.

Critical gaps were addressed in seven key areas:

- (i) Efforts to achieve the Millennium Development Goals.
- (ii) Economic development, trade and finance.
- (iii) South-South economic cooperation and integration.
- (iv) Gender and development.
- (v) Environment, climate change and sustainable development.
- (vi) Regional dimensions of development.
- (vii) Supporting intergovernmental processes.

ECLAC approached this exercise aiming to strengthen its overall operational capacity in the following substantive areas:

- Regional cooperation for the achievement of development goals, with an emphasis on the production of reliable statistics and performance indicators, as well as strengthening analysis and provision of advisory and capacity-building services.
- Sustainable development in Latin America and the Caribbean, focusing on strengthening research and policy advice in the area of climate change, adaptation and mitigation.
- Innovation, information and communications technologies (ICTs) and knowledge management.

The additional post resources were allocated mostly at the junior level (P-3/P-2) as an integral part of the Economic Commission for Latin America and the Caribbean (ECLAC) human resources strategy for rejuvenating and expanding its staff base.

#### **Approved resources (A/RES/63/260)**

A total of US\$ 1.954 million was approved as additional post and non-post resources for ECLAC, consisting of 20 new posts at the professional (P) level and local level, and resources for consultants and staff travel.

**Table 1**

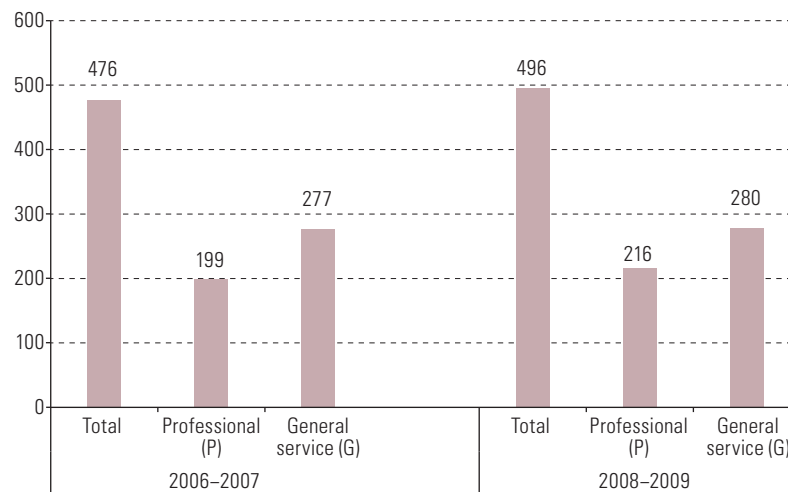
Development-related activities – additional ECLAC posts established under the programme budget for the biennium 2008–2009

|  | Number of posts | Level                                      |
|--|-----------------|--|
| Economic and social development in Latin America and the Caribbean | 20              | 2 P-5, 3 P-4, 10 P-3, 3 P-2, 2 local level |

Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of United Nations, "Development-related activities" (A/RES/63/260), 2009.

With these 20 additional posts, the total number of posts for ECLAC rose from 476 in 2006–2007 to 496 in 2008–2009.

**Figure 1**  
ECLAC: number of established posts



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of United Nations, “Improving the effective and efficient delivery of the mandates of development-related activities and revised estimates relating to the programme budget for the biennium 2008-2009” (A/62/7/Add.40), annex II, 2008; “Proposed programme budget for the biennium 2010-2011” (A/64/6), 2009.

## 2. Shift from a biennial to an annual budget cycle

In 2020, as a result of the Report of the Secretary-General (A/72/492 and A/72/492/Add.1) and General Assembly resolution A/RES/72/266, the implementation of the budget cycle moved from a biennial to an annual cycle. This shift was approved on a trial basis for three years, and the General Assembly will take a decision on the final adoption of the annual budget cycle modality at its seventy-seventh session.

The proposed programme budget for 2023 is the fourth to be presented under the new annual cycle modality. The new annual budget format improved accuracy of resource estimates and allowed better adjustment to changing mandates and scenarios, such as the coronavirus disease (COVID-19) pandemic. The annual cycle also provides Member States with an opportunity to give more frequent direction on strategic planning and resource allocations for the Organization.

ECLAC has engaged actively in the new planning and budget proposal cycle. Nevertheless, the shift to an annual budget process has had impacts such as greater intensity of processes and a larger workload. Especially important is the impact on the functioning of ECLAC subsidiary bodies, which follow a biennial format that requires synchronization with the annual budget cycle.

## 3. Evolution of regular budget resources from the biennium 2008–2009 to 2022 for section 21: Economic Commission for Latin America and the Caribbean

Between 2008 and 2022, the total budget of ECLAC increased from US\$ 52 million (annual estimate) to US\$ 59.8 million. However, this increase is due to the rise in the cost of posts, as non-post resources decreased in the same period, with the decline more pronounced since 2015.

The increase in post resources (mainly staff salaries) derives from a combination of factors: variations in post adjustment multipliers (for professional staff), cost-of-living increases and trends in the exchange rates of local currencies against the dollar across ECLAC offices in the region (general service staff).

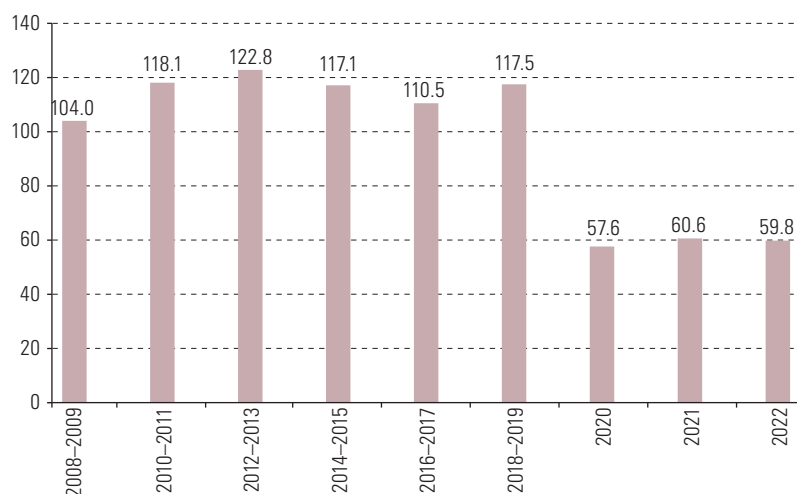


The total number of established posts at ECLAC declined from 496 to 480 between 2008 and 2022. Notwithstanding, due to the increase in post costs and the decrease in non-post resources, the percentage of the ECLAC budget assigned to posts increased from 83% in 2008 to 85% in 2022.

In relation to non-post resources, besides contractual services, all non-post budget classes have declined steadily since 2015. These decreases have been particularly sharp in the staff travel and consultant budget lines in the last three years.

**Figure 2**

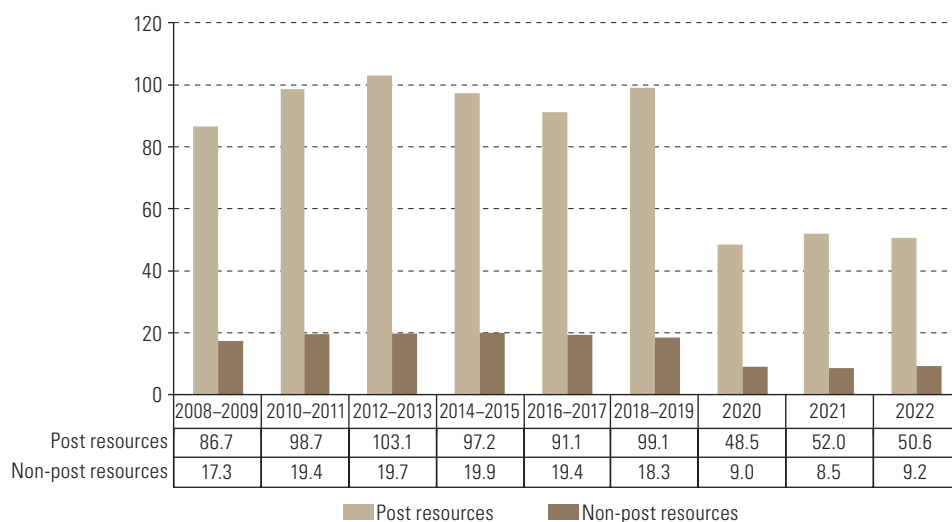
ECLAC (section 21): final budget appropriation, biennium 2008–2009–2022  
(Millions of dollars)



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of official information.

**Figure 3**

ECLAC (section 21): post and non-post resources, biennium 2008–2009–2022  
(Millions of dollars)



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of official information.

## 4. Evolution of posts

The reduction in total posts has mainly affected general service posts in the programme support area.

**Table 2**  
ECLAC staffing levels 2008–2022  
(Number of posts)

| Period    | Professional and higher | General service and related | Total |
|-----------|-------------------------|-----------------------------|-------|
| 2008–2009 | 216                     | 280                         | 496   |
| 2010–2011 | 216                     | 280                         | 496   |
| 2012–2013 | 216                     | 280                         | 496   |
| 2014–2015 | 217                     | 271                         | 488   |
| 2016–2017 | 219                     | 268                         | 487   |
| 2018–2019 | 217                     | 264                         | 481   |
| 2020      | 217                     | 263                         | 480   |
| 2021      | 217                     | 263                         | 480   |
| 2022      | 217                     | 263                         | 480   |

Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of official information.

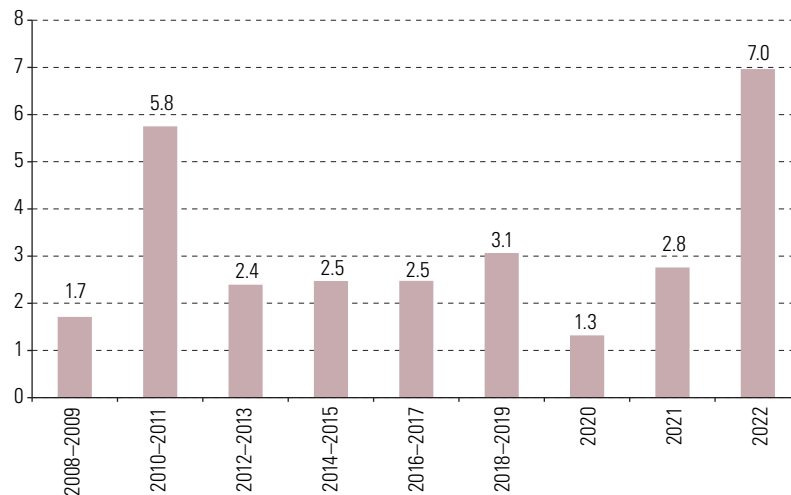
### 5. Evolution of resources from 2008–2009 to 2022 for budget section 33 (construction, alteration, improvement and major maintenance, including PACT II and III and the North Building project)

Between 2008 and 2022, the construction budget for ECLAC totalled US\$ 28.9 million.

The main projects during this period include:

- The renovation of ECLAC headquarters in Santiago following the earthquake in 2010.
- The ongoing construction project for the North Building in Santiago 2018–2024.

**Figure 4**  
ECLAC budget section 33 (construction and major maintenance, including PACT II and III and the North Building project), biennium 2008–2009–2022  
(Millions of dollars)



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of official information.

#### **Reconstruction and renovation of ECLAC headquarters in Santiago following the earthquake in February 2010 (total estimated requirements of US\$ 7,807,000)**

The Secretary-General identified budgetary requirements amounting to US\$ 7,807,000 to meet expenses related to relocation from damaged buildings and to carry out reconstruction and renovation work at the

ECLAC compound. Of the total amount, US\$ 2,284,100 was absorbed within the ECLAC budget section and section 33 (construction, alteration, improvement and major maintenance). US\$ 5,522,900 was utilized under the Secretary-General's limited budgetary discretion, and this amount was adjusted in 2011 to reflect the reimbursement of claims by insurers totalling US\$ 1,785,000.

The reconstruction of more than 4,000 square meters of office space was equivalent to the implementation of the Capital Master Plan. It also included the construction of the cafeteria and the demolition and reconstruction of the conference room on the third floor of the main building.

**Table 3**  
Financial resources  
(Dollars)

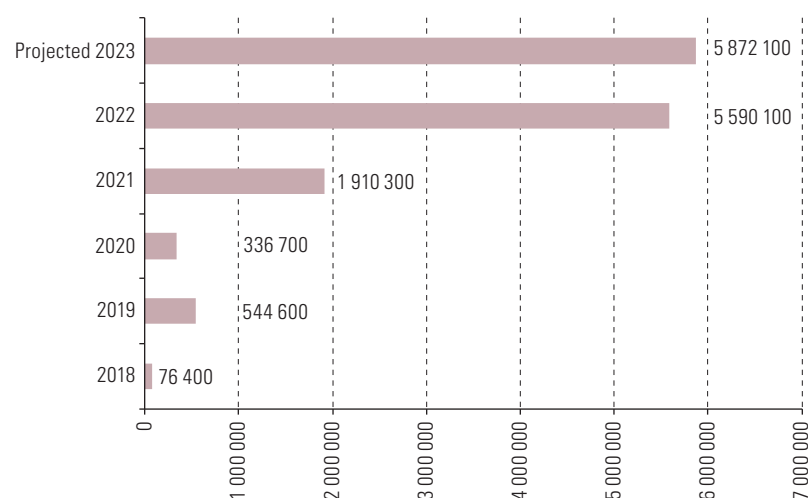
|  |             |
|--|-------------|
| Total cost estimation for reconstruction   | 7 807 000   |
| Resources absorbed by ECLAC regular budget resources and construction resources (section 33) | 2 284 100   |
| Secretary-General's limited budgetary discretion   | 5 522 900   |
| Insurance payments – offsetting  | (1 785 000) |
| Total expenditures   | 6 022 000   |

Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of United Nations, "Second performance report on the programme budget for the biennium 2010-2011. Report of the Secretary-General" (A/66/578), 2011.

### North Building construction project in Santiago 2018–2024 (US\$ 14,330,200)

Total projected construction costs for the North Building amount to US\$ 14.3 million. A local project team consisting of one national professional officer and two local level staff members has been created. The design stage and swing space bidding process have concluded. Swing space building construction is under way and North Building construction is expected to start later in 2022. The project incorporates COVID-19 mitigation measures put in place to ensure staff well-being, and North Building "net zero" targets make this an emblematic building for the Latin American and Caribbean region and for the United Nations. It also represents the tangible contribution of ECLAC to sustainable development in line with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).

**Figure 5**  
ECLAC North Building construction project, projected expenditures per year, 2018–2023<sup>a</sup>  
(Dollars)



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of United Nations, "Progress on the renovation of the North Building at the Economic Commission for Latin America and the Caribbean in Santiago. Report of the Secretary-General" (A/76/323), 2021; "Progress on the renovation of the North Building at the Economic Commission for Latin America and the Caribbean in Santiago" (A/76/7/Add.11), 2021 and "Special subjects relating to the proposed programme budget for 2022" (A/RES/76/246), 2022.

<sup>a</sup> The amount projected in 2023 includes a projected unused balance of around US\$ 300,000.

## 6. Improvement of ECLAC subregional premises under section 21

### **Relocation of the ECLAC subregional headquarters in Mexico, 2010–2011**

Resources were approved through a revised estimates report introduced by the Secretary-General. The objective was to accommodate the relocation of the subregional headquarters of ECLAC in Mexico to a secure location. Expenditures covered construction and project management requirements for the relocation, including for staff travel to inspect and ensure compliance regarding facilities, information technology, security and procurement activities; contractual services to cover moving costs; fees of consultants with technical expertise to oversee and manage the project; the procurement of furniture and equipment; and construction, alteration and management costs.

### **Improvement of ECLAC subregional headquarters for the Caribbean, 2018–2020**

As part of a multi-year effort, resources were channelled to improve the facilities of the subregional headquarters in relation to safety and security by replacing obsolete equipment and upgrading critical security systems. Maintenance requirements were also addressed regarding staff safety-related actions to upgrade and bring to acceptable standards the electrical supply infrastructure, including the air-conditioning system, lighting, firefighting system, partitioning, false ceiling, computer networking and electricity outlets. Improvements to accessibility of the building were also undertaken.

## 7. Pandemic

### **COVID-19 pandemic: 2020–2022 resources under the business continuity plan**

Expenditures related to the COVID-19 pandemic, which depart from the normal expenditure patterns, are tracked for reporting purposes. These expenditures were necessary to adapt the modalities of implementation of the activities undertaken under the programme of work of the Commission, pursuant to overall objectives and mandate implementation, as well as to ensure business continuity. Items covered are sanitization and cleaning supplies, personal protective equipment for selected staff, interpretation platforms (Interprefy, Kudo), information technology (IT) supplies (headsets, microphones), electronic resources, software licenses (Zoom, Adobe, Jabber), medical supplies, acrylic divisions and signage. In 2020–2021, spending amounted to US\$ 304,000. For 2022, resources have been set aside to cover planned expenses.

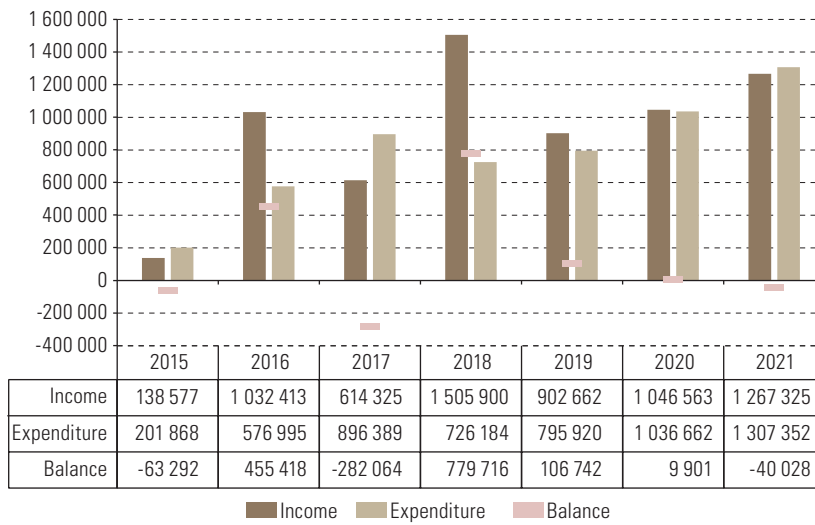
## 8. Cost recovery services (10RCR fund)

The deployment of Umoja has brought transparency to the way the United Nations applies cost recovery. The 10RCR fund was created in 2015 to increase visibility on transfers and policies related to cost recovery. Cost recovery services among internal and external Secretariat entities, such as agencies, funds and programmes, have gradually increased since 2015.

The Controller's Office has provided guidance on cost recovery and the establishment of more practical guidance has become increasingly important given a rapidly changing operational environment and the Organization's increasing reliance on extrabudgetary funds.

ECLAC provides support services mainly to the regional coordinator's offices in the Latin American and Caribbean region, and the resident coordinator's offices and agencies, funds and programmes in Chile. The annual income from cost recovery services grew to US\$ 1.3 million in 2021. For the past two years, income and expenses have almost balanced out, as intended.

**Figure 6**  
ECLAC 10RCR fund: income and expenditure, 2015–2021  
(Dollars)



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of official information.

## II. Human Resources Management

### 1. Gender parity and gender representation

**Figure 7**  
Gender parity and representation, at 31 January 2022  
(Percentages)

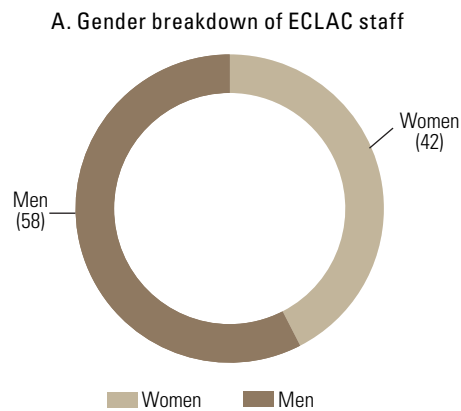
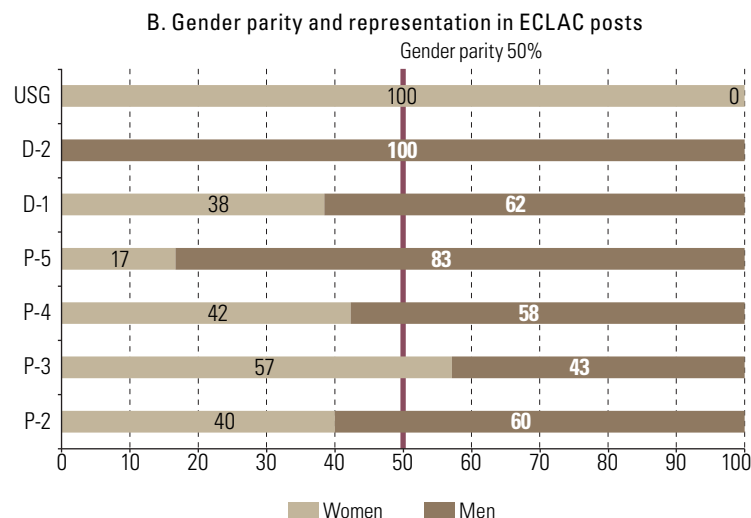


Figure 7 (concluded)



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of United Nations “UN Secretariat Gender Parity Dashboard” [online] <https://www.un.org/gender/content/un-secretariat-gender-parity-dashboard>.

During Executive Secretary Alicia Barcena’s tenure, significant advancement in gender parity and gender representation has been achieved among staff. The Executive Secretary launched the first institutional gender strategy at ECLAC in 2013, in which she encouraged the consideration and selection in hiring processes of qualified female candidates. In 2018, she launched an action plan for the implementation of a gender parity strategy in line with that of the Secretary-General to continue working towards gender parity among the Commission’s staff. The actions taken have yielded encouraging results, and today 42% of ECLAC staff in the professional category and 55% of all staff are women. Advancement towards gender parity remains a challenge, in particular regarding the professional categories above P-5 level. However, in the professional category at the P-3 level, the gender breakdown is favourable to women, who represent 57% of P-3 staff, which is an opportunity for the future career development of women wanting to move into higher categories.

## 2. Relations with staff representatives

Another noteworthy achievement has been the establishment of good relationships with staff representatives, which has resulted in agreements related to working hours, annual holidays and work arrangements that have benefited ECLAC staff and management alike. Moreover, in line with the recent changes and reforms in the Secretariat, the Executive Secretary has led the Commission to adapt and respond to demands that have changed the role and responsibilities of the Human Resources area.

## 3. ECLAC staff by age and geographical representation, January 2022

Attracting young people and increasing geographical representation in the Commission remains a challenge. One of the reasons behind the difficulties ahead is the required fluency in Spanish due to the Commission’s role in Latin America. Despite the actions and measures implemented, the progress achieved is not up to the level expected. Therefore, outreach activities are being implemented to attract a diverse pool of candidates and efforts to measure the results achieved must continue.

In recent years, following the implementation of the Secretary-General’s Data Strategy and the United Nations Disability Inclusion Strategy, ECLAC also started taking actions to achieve objectives and supporting hiring managers in workforce planning. However, decreasing programme support resources have affected the time available to staff working in these areas to learn and assume new responsibilities. Therefore, a substantial challenge is to do more with less and create space to allow staff to become knowledgeable and contribute meaningfully to each area.

**Figure 8**  
ECLAC staff, by region, gender and age group



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of United Nations “UN Secretariat Gender Parity Dashboard” [online] <https://www.un.org/gender/content/un-secretariat-gender-parity-dashboard>.

<sup>a</sup> Professional and above, excluding temporary appointments.

<sup>b</sup> Professional and above and field service, excluding temporary appointments.

ECLAC has successfully implemented the delegation of authority framework introduced by the Secretary-General in 2019. At the same time, the Commission is transitioning towards becoming a provider of services to entities based in the region. These changes will require ECLAC to be ready to continuously review its operational model in order to respond to its own needs and the needs of entities working in the region.

Finally, a considerable challenge in the future attraction and retention of talent is how the Commission will deal with the effects of a post-pandemic world. Many employees worldwide are demanding more flexibility and the ability to work from home. As an organization, it is necessary to recognise these demands and adapt to a new way of working.

### III. Safety and security of United Nations staff

#### 1. Achievements

Since 2008, ECLAC has witnessed a change in crime rates and general security incidents in Chile. The challenge of establishing a security structure for the United Nations system in Chile has been very complex, as Santiago has been traditionally perceived as a very safe duty station and destination in the United Nations system.

Against this backdrop, ECLAC has invested in structures and training to strengthen security not only for its staff and facilities, but also for the entire United Nations system in Chile. As the Designated Official for Security (DO) in Chile, the Executive Secretary of ECLAC has ordered the updating of security-related documents and provision of training for officials. Through its Safety and Security Services, ECLAC supports specific training for women owing to the increased rates of violence against women in the Latin American and Caribbean region. All ECLAC female officers are certified instructors in Women's Security Awareness Training by the Department of Safety and Security.

In terms of physical security, a water network system capable of providing a rapid response in the event of a fire has been installed at ECLAC headquarters and also serves neighbouring United Nations buildings. In addition, training sessions are held periodically with Chilean firefighters and ECLAC security officers are being trained and certified.

ECLAC has also collaborated by sending security officers on several missions to countries such as Afghanistan, Algeria, Colombia and Nigeria. Significant investment in security has also been made in the ECLAC offices in Buenos Aires, Brasilia, Mexico and Port of Spain, to meet the challenges faced in the host countries.

As Designated Official for Security in Chile, the Executive Secretary has successfully led and coordinated the Security Management Team, in which all agencies participate and agree on decisions regarding the safety of United Nations personnel in the country. The coordinated work led since the beginning of the pandemic has been crucial to action as a single United Nations system for the benefit of all United Nations staff at the Santiago duty station.

#### 2. Challenges and opportunities ahead

For the future, ECLAC must continue to innovate in order to modernize its access control systems and the protection of its perimeters with technology that uses both radars and artificial intelligence. For the next years, investment in physical security at ECLAC headquarters and subregional and national offices will guarantee a better work environment for everyone. With the existing resources, which are very limited, ECLAC security officers must continue receiving training to provide a faster response in case of criminal or violent actions against the Commission's staff and facilities. Unfortunately, global security scenarios are still very complex, and full compliance with the Organization's security and safety policies is required.

### IV. Remodelling of eclac facilities after the 2010 earthquake

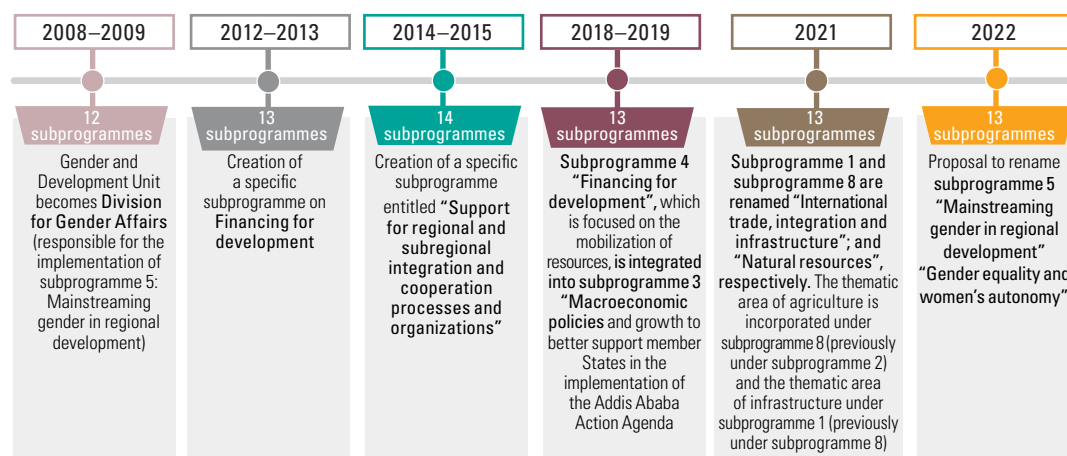
The earthquake that struck Chile in February 2010, considered one of the biggest in recent years, affected the facilities and workspaces of the main ECLAC building, which were several decades old. The challenge of reconstruction was improving the security, habitability and sustainability of the workspaces while ensuring that the new structure increased the use of natural light and ventilation, replaced and incorporated efficient facade systems, and decreased electricity consumption through the use of high-efficiency and low-consumption technologies for climate and lighting systems.



## V. Programme planning

**Diagram 1**

ECLAC programmatic structure, 2008–2022



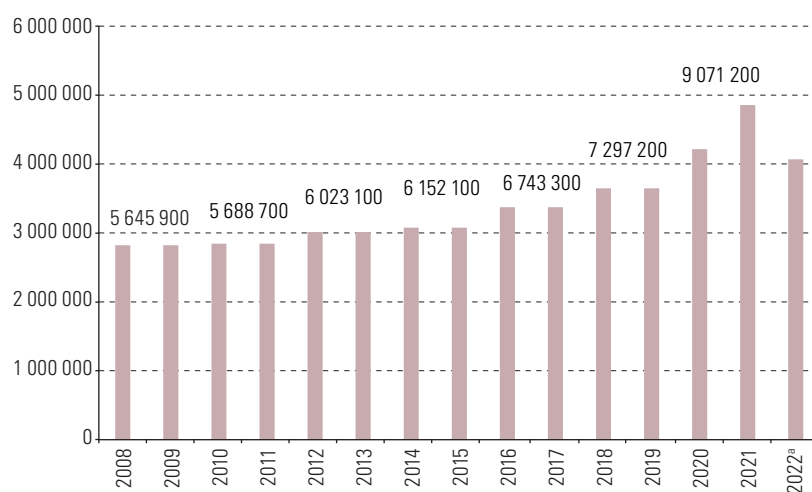
Source: Economic Commission for Latin America and the Caribbean (ECLAC).

## VI. Regular programme of technical cooperation (rptc) resources

Regular programme of technical cooperation (RPTC) resources are the only source of operational flexibility and rapid response capacity of the Secretariat, and are critical to respond effectively to the emerging demands and unforeseen development requirements of Member States.

**Figure 9**

ECLAC budget section 23 (RPTC resource expenditures), biennium 2008–2009 to 2022 (Dollars)



Source: Economic Commission for Latin America and the Caribbean (ECLAC).

<sup>a</sup> Budget appropriation.

## VII. Development account projects

**Diagram 2**  
Development account projects, 2008–2022



Source: Economic Commission for Latin America and the Caribbean (ECLAC).

## VIII. Evaluation



Since 2010, **over 40 internal evaluations** have been conducted by ECLAC:

- (i) 30 Development Account project evaluations.
- (ii) 10 programmatic evaluations (with a focus on German cooperation, the gender mainstreaming strategy and the Caribbean subregion, among other themes).

New knowledge products have been designed and disseminated:



**Since 2015:**  
32 analytical reports of flagship publications and 3 analytical reports of events, including information on downloads, press and surveys of readers or participants



**Since 2017:**  
two documents on lessons learned and recommendations, synthesizing six years of evaluation at ECLAC

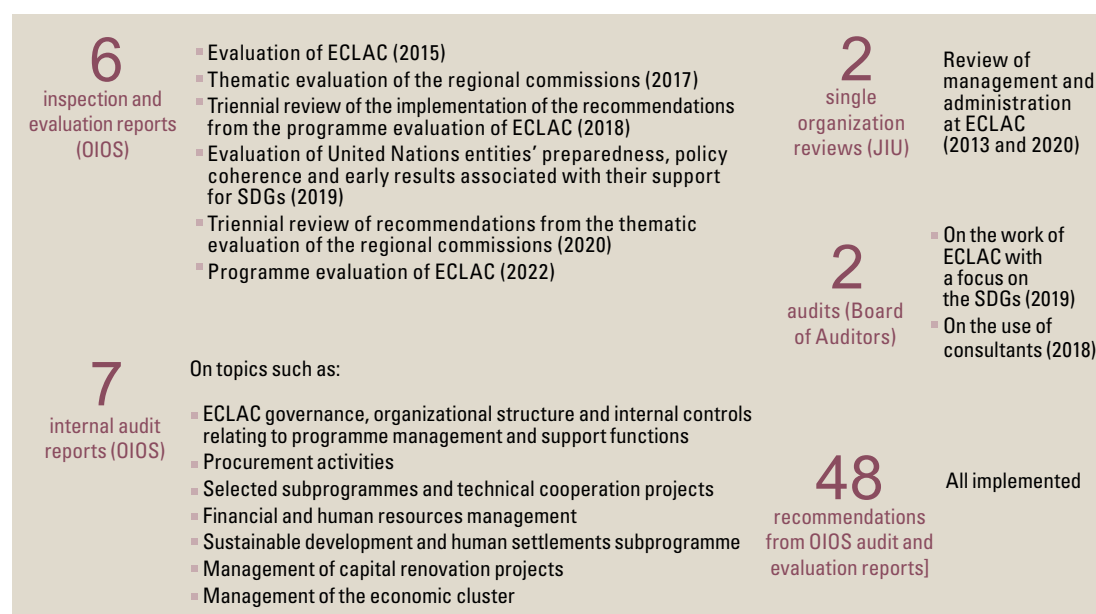


**Since 2019:**  
10 project briefing notes summarizing project achievements and evaluation findings and recommendations

## IX. Audits and evaluations by oversight bodies (Joint Inspection Unit (JIU), Board of Auditors, Office of Internal Oversight Services (OIOS))

**Diagram 3**

Audits and evaluations by oversight bodies



Source: Economic Commission for Latin America and the Caribbean (ECLAC).

## X. Extrabudgetary resources for technical cooperation activities

From 2008–2021, ECLAC utilized US\$ 228.4 million of extrabudgetary resources for technical cooperation activities, representing approximately 22% of the total funds used by the Commission in that period.

Utilization peaked during the 2010–2011 biennium at US\$ 40.3 million owing to a combination of factors, including significant increases in funds from the United Nations system and from other multilateral sources, such as the achievement of the second phase of the Alliance for the Information Society 2 (@LIS 2) project with the European Commission and the beginning of a lasting partnership with the World Bank within the framework of the International Comparison Programme.

**Table 4**

Expenditure on technical cooperation financed with extrabudgetary funds, 2008–2021  
(Millions of dollars)

| Source of financing | 2008–2009 | 2010–2011 | 2012–2013 | 2014–2015 | 2016–2017 | 2018  | 2019  | 2020  | 2021  |
|---------------------|-----------|-----------|-----------|-----------|-----------|-------|-------|-------|-------|
| Bilateral           | 16.90     | 17.10     | 13.07     | 12.50     | 11.36     | 6.13  | 5.0   | 4.0   | 4.47  |
| Multilateral        | 17.60     | 23.30     | 20.40     | 14.73     | 18.21     | 11.33 | 9.95  | 9.11  | 13.21 |
| Total               | 34.50     | 40.40     | 33.47     | 27.23     | 29.57     | 17.46 | 14.95 | 13.11 | 17.68 |

Source: Economic Commission for Latin America and the Caribbean (ECLAC).

In the following years, the trend in the use of extrabudgetary resources mirrored the general downward trend in development cooperation and financing for development towards Latin America and Caribbean, resulting from the substantial withdrawal of the largest development cooperation partners from the region and the application of the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee criteria for graduation that has affected many countries in the region.

ECLAC responded to this adverse context by strengthening its alliances with strategic partners. The Commission has built on its significant assets, i.e. ownership by member States—including Caribbean countries—, highly qualified and multidisciplinary staff, multi-stakeholder networks, and trademark and intellectual endowment built over decades. As a result, ECLAC offers an attractive value proposition: in times of competing financial priorities, investing in cooperation at the regional level through the Commission is an efficient course of action to produce a sustainable impact on development with fewer resources.

**Table 5**  
Top 10 strategic partners, 2014–2021

| Ranking | Partner  |
|---------|--|
| 1       | European Union   |
| 2       | Germany  |
| 3       | Spain  |
| 4       | Switzerland (Swiss Agency for Development and Cooperation (SDC)) |
| 5       | International Fund for Agricultural Development (IFAD)           |
| 6       | Republic of Korea  |
| 7       | Norway   |
| 8       | United Nations multi-partner trust funds                         |
| 9       | Brazil (Institute of Applied Economic Research (IPEA))           |
| 10      | Forum for East Asia-Latin America Cooperation (FEALAC)           |

Source: Economic Commission for Latin America and the Caribbean (ECLAC).

This strategy has enabled ECLAC to consolidate its role as a cost-efficient and effective partner, making it possible to reach levels of extrabudgetary resource implementation in 2018 and 2021 that, on an annual basis, were only approximately 13% lower than the 2010–2011 peak. This was the result of the Commission's swift response to the pandemic, which made it possible to mobilize additional resources specifically aimed at supporting countries in facing the major shock of the pandemic and laying the foundations for a transformative recovery.

Extrabudgetary resources have also played a key role in allowing ECLAC to contribute to the mainstreaming of emerging issues and concepts such sustainable development with equality at the centre and the need for development cooperation to address the specific structural development gaps of middle-income countries.

It is precisely this extraordinarily challenging environment of development cooperation with middle-income countries that constitutes the main obstacle to the Commission's resource mobilization for technical cooperation activities in the short and medium term, particularly in the aftermath of the COVID-19 pandemic.

## XI. United Nations reform process – views from a Regional Commission’s perspective

### 1. Repositioning the United Nations development system to deliver on the 2030 agenda (United Nations development system (UNDS) development reform at the regional level)

Progress in the operationalization of the drivers of the Secretary-General’s recommendations for the development reform pillar:

#### **Roll-out of the Regional Collaborative Platform (RCP) for Latin America and the Caribbean and establishment of the Joint Secretariat**

- The Regional Collaborative Platform (RCP) for Latin America and the Caribbean was established in record time (less than four months) in November 2020, replacing the Regional Coordination Mechanism and the United Nations Development Group for Latin America and the Caribbean, with the Executive Secretary of ECLAC and the regional director of UNDP serving as vice-chairs.
- The RCP for Latin America and the Caribbean encompasses for the first time 24 United Nations entities in the region across the three United Nations pillars, which also fosters the humanitarian-development-peace nexus. The establishment of the RCP for Latin America and the Caribbean is ensuring more coordinated, effective and accountable working mechanisms for the United Nations development system (UNDS) in the region, leveraging comparative advantages and strengthening performance and achievements at the global, regional and country levels through the provision of demand-driven support to member States.
- The establishment of the RCP Joint Secretariat composed of ECLAC, UNDP and the Development Coordination Office (DCO), is quickly transitioning from a process-oriented to a strategic agenda focusing on addressing the key priorities for the region in order to support member States in overcoming the COVID-19 pandemic while maintaining the 2030 Agenda as a blueprint.

#### **Regional Knowledge Management Platform on the 2030 Agenda – SDG Gateway**

- The SDG Gateway is the regional knowledge hub for the SDGs and the 2030 Agenda. It is a single-entry point on all matters related to the implementation of the SDGs at the regional, national and global levels by countries; agencies, funds and programmes; civil society and the private sector. The platform is coordinated by ECLAC and UNDP, in collaboration with all agencies, funds and programmes of the United Nations system in the region, as well as the regional DCO.



**2030 Agenda in Latin America and the Caribbean**  
Regional knowledge management platform

#### **Regional system-wide results report**

- The first system-wide results report highlighting the main achievements of joint activities undertaken by the regional United Nations development system was presented to member States at the fourth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development 2021 (15–18 March 2021).

## XII. Cross-cutting issues and roll-out of the Secretary General’s strategies at the regional level

### 1. Eclac strategy for gender mainstreaming

In March 2013, the Executive Secretary of ECLAC launched the first institutional strategy for mainstreaming gender at the Economic Commission for Latin America and the Caribbean (ECLAC), 2013–2017. The main objective was to contribute to gender equality and its incorporation into public policies in Latin American and Caribbean countries by mainstreaming the gender perspective in



all areas of the Commission's work and by achieving gender parity at all levels of the organization. Following the successful implementation of this strategy from 2013–2020, the Executive Secretary ordered the development of an updated strategy.

The updated strategy was launched in December 2020, identifying three key areas for action for the period 2020–2025: political commitment to promoting gender equality in the region, incorporating the gender perspective into the ECLAC programme of work and institutional commitment to achieving gender equality. This living document provides a framework for action to make a qualitative leap in gender mainstreaming, as a central pillar both in the ECLAC programme of work and in its institutional culture. It also aims to reinforce the historical institutional commitment of ECLAC to further strengthen the incorporation of the gender perspective into public policies in pursuit of Latin America and the Caribbean's sustainable development.

In support of the strategy, a strengthened internal governance framework and architecture has been developed, including the launch of a network of gender champions representing ECLAC divisions and offices, whose work will be pivotal in driving successful implementation.

## 2. Eclac strategy for disability inclusion 2021–2025



ECLAC took part in the development of the United Nations Disability Inclusion Strategy (UNDIS), actively participating in the 2018 institutional review exercise. The results of this exercise revealed that while ECLAC was already carrying out research and providing technical assistance on disability-related matters to the countries of the Latin America and Caribbean region and

had made important progress in the inclusion of persons with disabilities throughout its different areas of work, these initiatives were often isolated, heterogeneous, unsystematic and not framed in an overarching strategy.

Understanding these persisting challenges and reaffirming the Commission's commitment to the full and complete realization of the human rights of persons with disabilities, in all their diversity, and their effective and full inclusion in all aspects of society, the Executive Secretary commissioned the development of a disability inclusion strategy specific to ECLAC (CEPALDIS), which was officially launched on 3 December 2021.

The design and development of the CEPALDIS was coordinated by the Deputy Executive Secretary for Management and Programme Analysis, Raúl García-Buchaca, and undertaken through an organization-wide participatory and co-construction process. This strategy aims to guide ECLAC towards becoming a landmark organization in the promotion of the rights and full and effective inclusion of women and men. It covers the full spectrum of the Commission's work, including through the substantive work undertaken together with its member States (external dimension) and the work pertaining to its internal dimension, including its policies, internal practices and organizational culture. It is anchored in the UNDIS, builds upon its principles and core areas, and adapts them to the reality of the Latin America and the Caribbean region as well as to the particularities of a regional commission such as ECLAC.

Although a series of initiatives has already been launched in support of its roll-out, the strategy will be officially implemented as of 2022.

**Challenges:** Fostering a disability-inclusive organizational culture that advances decisively in the implementation of concrete actions to promote meaningful participation and inclusion of persons with disabilities, beginning with relevant issues such as an inclusive and accessible work environment which should be evidenced, among other things, by a greater proportion of persons with disabilities in the ECLAC workforce.

### XIII. Business continuity and United Nations response from a duty of care standpoint – opportunities and lessons learned from the covid-19 pandemic context

ECLAC has demonstrated its adaptability to the operational realities imposed by the COVID-19 pandemic and its capacity to ensure uninterrupted business continuity in ECLAC operations and mandate delivery.

This should not be understood as the “new normal” since some actions, while effective in ensuring an adequate emergency response in the pandemic context, are not sustainable in the long term, particularly considering the nature of the Commission's work, which requires face-to-face interaction in the provision of support to its member States (advisory, capacity-building and technical assistance services). Other challenges faced, such as unequal access to connectivity in the region, should also guide discussions on projecting the Commission's work forward.

Notwithstanding, there is a clear opportunity to make the Commission more agile and able to implement flexible programming, budgeting and policy design for adequate decision-making based on knowledge sharing and collaboration.

#### **Coordination process led by the designated officer with the Security Management Team**

Chile is a rare exception where the role of designated officer (DO) is carried out by a United Nations system authority that is not the resident coordinator, in this case by the Executive Secretary of ECLAC.

Therefore, the approach undertaken by the designated officer has been one of close communication and collaboration with the resident coordinator in particular and the Security Management Team (SMT) as a whole. This work style has been welcomed and commended by the United Nations country team (UNCT) in Chile and has proven to be particularly effective in addressing the complexities of the COVID-19 pandemic, ensuring, foremost, staff's safety and well-being, while considering flexibility to adapt to the different realities of the system's entities and to facilitate consensual decision-making.

Monthly SMT meetings, evidence-based decision-making anchored in constant monitoring, thorough analysis and recommendations by the COVID-19 Committee and the systematic provision of information and support to staff (town halls, emails, 24-hour support from medical services and security, staff counsellor and mental health and well-being actions) have been the canons guiding the Commission's work and decisions amidst the uncertainties and impacts of this complex period.

**Challenges:** Assessing and identifying how the opportunities and lessons learned from the pandemic context can be translated into transformations in the way staff members work and interact with each other. From an administrative standpoint, this would entail, for example, issues pertaining to the future of work (workforce composition and capacity-building) and the implications of innovative and flexible work modalities, including hybrid teams.





# Documents and Publications Division

## 2008–2022

During the period 2008–2022, it has been the permanent responsibility of the Documents and Publications Division to preparing and implement the ECLAC publications programme, as well as planning, coordinating and following up on the flow of publications. The Division processes a large and varied flow of documents and publications from the Office of the Executive Secretary, substantive divisions, subregional headquarters and national offices, in a timely manner and meeting rigorous quality standards. The large volume and non-linear nature of the Commission's editorial flow makes it a highly complex one. It comprises several stages: referencing, editing, translation, layout, design, revision, digital conversion, printing, dissemination and distribution. Accordingly, the Division applies stringent management of the editorial production process by means of automated tools and in coordination with stakeholders. Lastly, the Division is responsible for ensuring that the Commission's publications achieve the greatest possible impact, for which it has developed a state-of-the-art digital dissemination platform.

Achievements worthy of note during this period concern the following areas:

**Editorial production:** The Division has responded in a timely and efficient manner to growing needs for publications and documents production, arising both from the regular programme of work and from extrabudgetary projects, events and special requests from the Office of the Executive Secretary, all of which represents a great challenge in terms of volume and quality. Text production (editing and translation) amounts to around 4.5 million words per year. Average yearly uploads of publications to the website have numbered between 250 and 300; during the last two years of pandemic and teleworking, this number has trended upwards (417 publications in 2020 and 396 in 2021).

**Editorial support for conferences:** The Division provides précis-writing, editing and translation services for meetings and conferences of the Commission, working closely with the substantive divisions and the Office of the Secretary of the Commission to prepare documentation before, during and after events. In 2016–2019, such services were provided for some 16 high-level conferences and meetings; since 2020, editorial services have been provided in a timely and efficient manner using remote and virtual modalities, in accordance with the requirements of the Office of the Secretary of the Commission.

**Digital conversion:** Digital conversion, a strategy formulated mainly in the last 10 years in coordination with the rest of the Commission, has marked all aspects of the editorial flow and has had multiple outcomes: new and agile products have been developed and segmented in line with modern forms of digital consumption, new means have been adopted to reach readers, tools have been developed to measure the real impact of ECLAC publications and strategies have been devised in line with the results observed.

As part of the digital conversion process:

- Documentation management was migrated from a centralized analog system to decentralized digital document management, with the adoption of the Documents, Conference and Production Management System (DCPMS) developed by the United Nations Office at Vienna.
- Production shifted from almost exclusively printed books to publications in PDF format, e-books and e-pubs.
- Offset printing was replaced by on-demand digital printing.
- Online distribution through digital marketing took precedence over physical distribution of material using traditional marketing methods.
- Purely face-to-face exhibition gave way to digital dissemination through institutional channels (website, email marketing and social networks such as Facebook and Issu, among others).

**Editorial policy and quality:** In order to safeguard the ECLAC “brand” and ensure high quality standards in the Commission’s publications, guidelines on editorial policy, publishing procedures and intellectual property have been systematized and periodically updated and, with the endorsement of the Office of the Executive Secretary, have been widely disseminated throughout the institution in recent years. This has contributed to improving publications quality, with the participation of all the actors in the publishing chain.

**Editorial renovation:** During this period, the ECLAC collections have been reorganized and renewed to modernize them and make them more coherent and attractive. Specifically, the following collections were renewed: ECLAC flagships, *ECLAC Books*, *CEPAL Review*, *Demographic Observatory*, *Notas de Población*, *ECLAC series* and Project Documents, among others, and new collections were created: *ECLAC Methodologies*, “Time for Equality”, *ECLAC Select Pages* and *Claves de la CEPAL para el Desarrollo*. The design of the bulletins produced by the substantive divisions was also streamlined and harmonized, opting for fully digital products with online content. The **ECLAC publications catalogue** provides access to the Commission’s entire publishing output, which is freely available for consultation and download.

**Modernization and streamlining of printing and distribution processes for documents and publications:** Thanks to a printing modernization project that began in the 1990s and has been refined over the past two decades, ECLAC has a cost-effective and high-productivity on-demand in-house printing service that provides the institution with agile and timely publishing products. Streamlining the physical distribution of copies, optimizing distribution lists and reducing the number of shipments, among other changes, has resulted in savings in excess of US\$ 1.5 million over the 2008–2022 period, in addition to making an important contribution to the United Nations system’s paper-smart strategy.

**Impact measurement:** The most tangible result of editorial innovation and renewal —adding to and enhancing the substantive quality of documents— is the growing impact achieved by the Commission’s publications in recent years. A key indicator is the download of publications (through the ECLAC website, the ECLAC Repository and Google). This has grown exponentially in the recent period, from 1,211,115 downloads in 2015 to 14,901,235 in 2021. The systematic use of quantitative and qualitative metrics as a management tool, through Google Analytics and other means, has enabled the Division to refine its segmentation of dissemination, with campaigns targeted by interest group, occupation, preferred publications and geographic location, among others.

## Opportunities and challenges for the period 2022–2024

- Following the mandate handed down by the Office of the Executive Secretary and the Publications Committee, **implement the recommendations of the report on editorial quality** prepared by the Editorial Quality Committee, with a view to consolidating quality controls for publications that do not undergo official internal editing, providing orientations, directives and guidelines to the substantive divisions, subregional headquarters and national offices.
- **Rationalize editorial production** and dissemination to be more strategic, targeted and effective and to reverse the imbalance between the time and resources allocated to content processing and efforts to enhance dissemination and impact. This implies moving towards a rationale in which editorial work revolves not so much around production targets (publishing a certain amount of content during the year), but rather the scope of editorial products (**achieving a certain level of content consumption among relevant audiences**). The Division can facilitate progress toward this challenge, but it concerns the entire institution.
- Aim to **produce new content formats and better graphic and multimedia resources**, offering the Office of the Executive Secretary and the substantive divisions new, concise and attractive digital products (such as policy briefs and bulletins) and infographic and interactive pieces, more in tune with current forms of content consumption.

- Continue to make progress in **segmenting audiences** for the Commission's editorial production, according to areas and topics of interest. This involves expanding synergies with the Web Services Unit, which until the end of 2020 formed part of the Documents and Publications Division, to ensure availability of necessary tools and data for this purpose.
- Together with the Office of the Executive Secretary and the substantive divisions, afford greater prominence to **planning exercises for more orderly production**, to support efficient management and to integrate marketing and dissemination components (announcements, catalogues of new titles) from the outset.
- Develop a new line of **inclusive documents**: during 2021 the Division produced a prototype of a document aimed at persons with different degrees of visual disability, in order to build up know-how regarding the editorial and technological requirements involved and to serve as a basis for developing an editorial line of inclusive publications in coordination with the substantive divisions over the short to medium term.



In 2008, a new Editorial Board was formed to renew the *CEPAL Review's* editorial line in. The immediate goal was to publish a transition issue in December 2008 and devote early 2009 to broadening the editorial line, calling on a pool of prominent regional authors whose papers reflected the new path that the *CEPAL Review* was taking. At the same time, a new design proposal for the cover and the content to be published online was to be developed and, for the first time, an Editorial Board was convened to lend more weight, visibility and academic legitimacy to the *Review*. December 2008 saw the publication of issue **No. 96**, with a special insert introducing the new approach and an article entitled "ECLAC thinking in the *CEPAL Review* (1976–2008)", which contained a review of classical articles published in the *Review*.

This transition issue of *CEPAL Review* was the first to be indexed in the Social Science Citation Index (now called the Web of Sciences). This achievement allowed the new editorial team to raise the *Review's* visibility even further, leading to a substantial increase in scholars' interest in being published in the *Review*.

The *CEPAL Review* returned in April 2009 with a new look in its print and digital formats, its first Editorial Board and the first issue under the leadership of the new editorial team.<sup>2</sup> From *CEPAL Review* **No. 97** onwards, the editorial line was expanded to include new topics that would extend the boundaries of knowledge on inequality, structural change, macroeconomics for development, gender and various heterodox reflections on the development process in the region (particularly structuralist and neostructuralist ideas). More room was opened up for authors from Andean, Central American and Caribbean countries, who had been previously underrepresented in the *Review*.

In 2010, to mark issue No.100, in addition to the regular Spanish and English-language versions, special issues of the *Review* were published in French and Portuguese with a selection of notable articles from the 2005–2009 period. This was a direct precedent for a significant milestone in the publication's history in the last ten years: the release of a special issue in Chinese in 2012, featuring a compilation of the most important studies published by the *Review* on economic and trade relations between the region and China.

That same year, the *Review* editorial team played a leading role in the joint project between ECLAC and the International Development Research Centre (IDRC) of Canada entitled "Raúl Prebisch and the Challenges of the 21st Century" and in the preparation of the digital publication "Raúl Prebisch (1901-1986): un recorrido por las etapas de su pensamiento sobre el desarrollo económico", one of the highlights of that project.

Throughout the 2010s, *CEPAL Review* consolidated its new editorial line and saw its impact factor grow, along with the interest of authors from across the region and beyond in having their work published in its pages. Between 2017 and 2019, in addition to publishing its regular issues, the *Review* actively participated in the preparation of works such as the books *Desarrollo e igualdad: el pensamiento de la CEPAL en su séptimo decenio. Textos seleccionados del período 2008-2018* and *Del estructuralismo al neoestructuralismo: la travesía intelectual de Osvaldo Sunkel*. In addition, in 2018 and 2019 it published two special supplements featuring unpublished texts by Raúl Prebisch on **economic dynamics** and on **central banks**.

There have been two major milestones for the *Review*, in addition to its regular issues, in this decade. The first was the publication in April 2021 of the *CEPAL Review, No. 132, special Issue: "COVID-19 and the socioeconomic crisis in Latin America and the Caribbean"*, for which prominent social scientists from Latin America and the Caribbean and outside the region were invited to address the effects of the health emergency. The second was the invitation from the Mexican journal *El Trimestre Económico*, published by the Fondo de Cultura Económica, to produce a special issue of the journal on the Commission's thinking in the period 2008–2022. That issue, **vol. 89, no. 353**, published in January 2022, featured contributions from distinguished ECLAC authors, both in service and retired.

<sup>2</sup> Beginning with this issue, the title of the publication in Spanish was changed from *Revista de la CEPAL*, and became *Revista CEPAL*.

## Opportunities and challenges for the 2022–2024 period

- Taking into account the work done by the *CEPAL Review* over the past 14 years, there is an opportunity **to expand the intellectual legacy of the Review**, consolidating its status as the academic arm of the Commission, which disseminates new perspectives in the analysis of the development challenges facing Latin America and the Caribbean. The *Review* must continue to be an increasingly powerful sounding board for researchers in Latin America and the Caribbean and elsewhere who are concerned about the material, political and cultural advancement of the countries of the region. This opportunity poses significant challenges for the *Review*.
- The first is **to expand its editorial line**, as new issues and global events are incorporated into the region's development agenda. In this regard, research on the structural gaps that hamper development will have to be complemented substantially by the issues of **climate change and the protection of biodiversity**, a **rights-based approach** to development, including the gender dimension, the care society, indigenous peoples and migration. It will also be necessary to focus on key contemporary issues such as the **health economy** and the development of **pharmaceutical industries** to respond to the region's health challenges, and the need for **a new energy matrix that is sustainable and widely accessible**, as well as on economic and geopolitical analyses that can help guide countries in building **fairer and more symmetrical global and regional development models**. All of this is in keeping with the objective of **enhancing the Review's editorial image**, which is rooted in the tradition of critical and heterodox thinking.
- The second is to make *Review* articles more widely available to researchers and to the people who formulate and implement public policies in the countries of the region, as well as to encourage academic communities to continue to regard *CEPAL Review* as a useful vehicle for the dissemination of their research. The most immediate actions to be implemented are the **adoption of new digital technology tools** that will streamline procedures and more proactive outreach to academia through different distribution channels.

During the 2008–2022 period, the Public Information Unit, which reports directly to the Office of the Executive Secretary, stepped up external dissemination of the Commission's issue-based priorities and policies, communicating its intellectual work to the public by preparing, publishing and distributing informative material and by rendering services to the Commission. To do this, the Unit used the following tools, which have grown significantly in number and impact during the period under review:

- Press releases, news items and newsletters
- Speeches by the Executive Secretary
- Opinion columns by the Executive Secretary
- Drafting of forewords
- Reports and summaries of regional current affairs
- Audiovisual material (videos, audio recordings and photographs)
- Management of interviews with ECLAC officials
- Organization of press conferences
- Communications advisory services for ECLAC divisions and units
- Coverage of intergovernmental meetings and special events
- Preparation of press coverage reports
- Social media management (Twitter, Facebook, YouTube, Flickr)
- ECLAC website updates
- Attending to requests from media outlets
- Coordination of visits to ECLAC headquarters

The Unit has been one of the key channels for disseminating ECLAC ideas and proposals, managing relations with external parties, mainly the media, through its platforms. That work has been reflected in significant growth in informative outputs, which have been particularly effective dissemination tools for the Commission, as well as an increase in their impact. The Unit has also constantly adapted its workflow, periodically changing it to meet the public's latest information needs, arising from new technologies and means of communication, such as social networks.

## Press releases, news items and announcements

The Unit prepares and publishes hundreds of press releases, news items and announcements on the Commission's activities every year, on an almost daily basis. From 2013 to 2022, more than 400 informative texts have been published each year on average, with a total of 4,432 press releases, news items and announcements in Spanish, most of which were translated into English, and the most important items also into Portuguese.

Press releases, news items and announcements, 2013–2022<sup>a</sup>

(Numbers)

|            |            |
|------------|------------|
| 2013 – 458 | 2018 – 449 |
| 2014 – 447 | 2019 – 393 |
| 2015 – 577 | 2020 – 489 |
| 2016 – 600 | 2021 – 430 |
| 2017 – 540 | 2022 – 49  |

<sup>a</sup> Figures for 2022 include information through to 16 March.

## Social media

In 2010, the Unit took on the task of growing the Commission's social media presence. The Unit adopted a new strategy, creating official accounts on Twitter, Facebook, Flickr and YouTube in Spanish and English, replicating its traditional work through these new channels.

The social media presence of ECLAC grew continuously from 2010 to March 2022, reaching almost 875,000 followers on its social networks (Twitter and Facebook), making it one of the most followed regional think tanks on these platforms and one of the most consulted entities of the United Nations system worldwide.

This is evidenced by the number of followers of ECLAC on Twitter growing more than sevenfold between 2013 and 2022, and on Facebook more than twelvefold. Between 2016 and 2021, the social media profiles of ECLAC generated more than 150 million impressions (views of posts), potentially reaching a similar number of people.

Followers on social networks, 2013–2022<sup>a</sup>  
(Numbers)

| Twitter        | Facebook       |
|----------------|----------------|
| 2013 – 69 827  | 2013 – 30 143  |
| 2014 – 142 679 | 2014 – 152 629 |
| 2015 – 225 507 | 2015 – 222 098 |
| 2016 – 283 277 | 2016 – 280 042 |
| 2017 – 328 095 | 2017 – 310 853 |
| 2018 – 364 705 | 2018 – 334 504 |
| 2019 – 404 249 | 2019 – 351 727 |
| 2020 – 451 804 | 2020 – 374 468 |
| 2021 – 488 417 | 2021 – 377 002 |
| 2022 – 495 638 | 2022 – 379 185 |

<sup>a</sup> Figures for 2022 include information through to 16 March.

## Press clippings

One of the clearest measures of the impact of communications is the number of press clippings (full articles or sections thereof) in print and digital media (including audiovisual media such as radio and television). The Unit is provided with media monitoring by Meltwater, one of the top companies in the sector worldwide, allowing it to detect a total of 245,098 articles with mentions of ECLAC, its spokespersons or its studies between 2016 and 2021. This demonstrates the importance of informative outputs from ECLAC in the international press.

## Interview management

One of the most important tasks of the Unit is management of interviews with ECLAC officials (receiving requests, coordinating and following up). Since it was first created, the Unit has been responsible for this, as directed by the Executive Secretary, who approves and appoints institutional spokespersons on the issues that the Commission addresses.

This work increased considerably over the 2008–2022 period. The Unit arranges an average of three exclusive interviews per week with the Executive Secretary or other ECLAC spokespersons. Between 2013 and 2021, more than 1,540 interviews were granted to media outlets from the region and the rest of the world, with both senior ECLAC officials and experts from the divisions, by thematic area.



## Audiovisual output

The Unit supports coverage and public dissemination of ECLAC activities through quality audiovisual resources. This includes producing videos, animations, photographs, infographics and other digital visual material. This work has also increased in recent years, in line with new communication needs.

Videos created, 2014–2021  
(Numbers)

|      |     |
|------|-----|
| 2014 | 6   |
| 2015 | 6   |
| 2016 | 17  |
| 2017 | 328 |
| 2018 | 490 |
| 2019 | 357 |
| 2020 | 790 |
| 2021 | 640 |

An average of more than one audiovisual item is produced by ECLAC per day, in addition to hundreds of high-quality graphic items and photographs that the Unit produces monthly.





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