ILPES

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ECLAC

Twenty-sixth meeting of the Presiding Officers of the Regional
Council for Planning of the Latin American and Caribbean
Institute for Economic and Social Planning (ILPES)

Santiago, 25 November 2016

**PROGRESS REPORT ON THE TASKS GIVEN TO THE LATIN AMERICAN AND
CARIBBEAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING (ILPES)
IN RESOLUTION CRP/XV/01 AND PROPOSALS FOR WORK, 2016-2017**

16-01181

CONTENTS

I. CHALLENGES OF PLANNING AND PUBLIC MANAGEMENT FOR DEVELOPMENT IN THE FRAMEWORK OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT AND THE SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development sets forth a transformative vision of economic, social and environmental sustainability. For the region, the Sustainable Development Goals (SDGs) established in the 2030 Agenda represent a long-term vision of sustainable and inclusive development in harmony with the environment. At the same time, they offer the countries an opportunity to strengthen planning and pose challenges in terms of their implementation, through policies and instruments on planning, budgeting, review and appraisal, which should also take into account the economic, political and social context in which this commitment has emerged, and national realities.

Planning is a means of implementation of the 2030 Agenda for Sustainable Development and its role is set forth in General Assembly resolution 70/1:[1]

> "Targets are defined as aspirational and global, with each Government setting its own national targets guided by the global level of ambition but taking into account national circumstances. **Each Government will also decide how these aspirational and global targets should be incorporated into national planning processes, policies and strategies**" (para.55).

> "We encourage all Member States to develop as soon as practicable ambitious national responses to the overall implementation of this Agenda. These can support the transition to the Sustainable Development Goals and **build on existing planning instruments, such as national development and sustainable development strategies, as appropriate**" (para.78).

In this regard, as explained below, the countries of the region have extended a mandate to ECLAC, through its subsidiary body, the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), to give priority in its plan of work to actions that help to link planning processes and instruments with the 2030 Agenda, at both national and subnational levels.

The main challenge for the countries is therefore to work to implement the 2030 Agenda at the national and subnational levels, designing public policies and instruments for budgeting, review and appraisal that take into account the existing economic, political and social context and generate timely and innovative solutions.

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1 See General Assembly resolution 70/1, par. 55 and 78 [online] http://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/70/1.

II. SPECIFIC BACKGROUND AND WORKING APPROACH:
RESOLUTION CRP/XV/01

In paragraphs 4 to 8 of resolution CRP/XV/01, adopted at the fifteenth meeting of the Regional Council for Planning, held in Yachay, Ecuador,[2] in November 2015, the Council:

4.   *Requests* the Institute, pursuant to resolution CRP/XIV/01, to continue its efforts to strengthen planning in Latin America and the Caribbean, by (i) disseminating knowledge and analysis of development plans and programmes, (ii) knowledge-sharing and collaboration regarding experiences and good practices in the use of planning instruments, methodologies and tools, and (iii) building capacities for implementation, follow-up and evaluation of the 2030 Agenda for Sustainable Development in the region;

5.   *Also requests* the Institute to incorporate methodologies for development plan finance modelling into the draft white paper on planning and to circulate the draft among the members of the Council in the first quarter of 2016;

6.   *Asks* the Institute to circulate among the members of the Council the draft document on building development plans and programmes with a long-term vision;
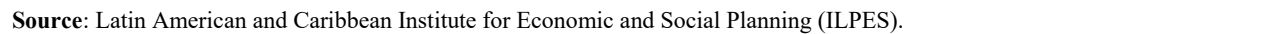
7.   *Also asks* the Economic Commission for Latin America and the Caribbean to prepare, through the Latin American and Caribbean Institute for Economic and Social Planning and in consultation with member States, a proposal on the creation of a planning observatory, to be presented at the twenty-sixth meeting of the Presiding Officers;

8.   *Further asks* the Latin American and Caribbean Institute for Economic and Social Planning to maintain, update and improve the digital repository of development plans on a regular basis.

The activities requested were duly included in the programme of work of ECLAC, which was adopted at the thirty-sixth session of the Commission, held in May 2016 in Mexico City. Accordingly, these requests now form part of the general framework, in which, as illustrated in diagram 1, the regional planning observatory will be at the heart of an ongoing cycle of learning and feedback that reflects paragraph 4 of resolution CRP/XV/01 above.

The present report on the tasks given to ILPES thus sets forth three proposals: the establishment of a planning observatory —which is strategic—, a white paper on planning, and a training programme. Although it forms part of this cycle of learning and knowledge generation, the digital repository of development plans is not included in this report, because it is already under way and as such is not a proposal to be considered afresh by the Presiding Officers of the Regional Council for Planning. However, the repository is included in the agenda for the meeting and a presentation will be given on its current operations.

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2   See ECLAC, *Report of the fifteenth meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), Yachay, Ecuador, 19 November 2015* (LC/L.4151), Santiago, February 2016 [online] http://repositorio.cepal.org/bitstream/handle/11362/39962/S1600185_en.pdf?sequence=1.

Diagram 1
**Latin American and Caribbean Institute for Economic and Social Planning (ILPES): cycle of learning
and feedback of planning and management concepts, tools and practices for development
in Latin America and the Caribbean**

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

III. REGIONAL DEVELOPMENT PLANNING OBSERVATORY

A. WHAT DO WE MEAN BY OBSERVATORY?

In the domain of social sciences, an observatory is a tool used to systematically and permanently compile data and convert them into information of importance and purpose.[3] A phenomenon is observed in order to generate knowledge on the subject in question and investigate it in more depth, promoting reflection and influencing action.

B. WHAT IS THE OBSERVATORY'S PURPOSE?

The general objective of the Regional Development Planning Observatory is to support the countries of Latin America and the Caribbean in strengthening their planning and public management processes, and help to link those processes to the 2030 Agenda for Sustainable Development. This will take account of national and subnational realities and priorities, generating information, knowledge, identification of good practices, and exchange of experiences.

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[3] See Inter-American Institute for Co-operation on Agriculture (IICA), «Observatorio–IICA», 2006 [online] www.iica.org.py/observatorio.

The Observatory will present systemized information on planning, budget and public management processes, through a single online portal, in an accessible, clear and up-to-date form. It also aims to provide a vehicle for dialogue between the multiple stakeholders, to document their progress in incorporating the 2030 Agenda and the challenges they face, and thus help identify joint actions to strengthen the regional integration and cooperation process.

Its scope of observation will be planning and public management processes and instruments in the Latin America and the Caribbean region, which include budgeting and public investment, along with their vertical, horizontal, and temporal coordination; and, in particular, their linkage and alignment to process of attaining the Sustainable Development Goals.

C. WHAT WILL THE OBSERVATORY DO?

1. Conceptual framework

This framework will be structured around four thematic lines corresponding to the four stages of planning and public management considered by ILPES.

(i) Incorporation of the Sustainable Development Goals in planning and public management.

(ii) Implementation (budgeting and execution).

(iii) Tracking and monitoring.

(iv) Evaluation.

In the first two thematic lines, the Observatory will register the actions of the 33 countries of Latin America and the Caribbean and post them on its website, to link the 2030 Agenda and the Sustainable Development Goals to their planning and public management processes, and, specifically, to the implementation mechanisms used to attain the objectives and targets defined in each country. To that end, observation variables have been chosen that will make it possible to standardize the information from each country.

In the last two stages —tracking and monitoring, and evaluation— the Observatory will not make measurements or readings of the processes that are being carried out; but it will post on its website whatever each country wishes to share with the others.

Diagram 2 synthesizes the organization and scope of the Observatory's action. The central section shows the country's planning and public management instruments (from plan to action); and the two side bars show the Observatory's dual functionality: on the left-hand side, linkage of the different processes and instruments with the 2030 Agenda for Sustainable Development, and its 17 goals and 169 targets; and on the right, the stages followed by the Observatory.

Diagram 2
General scheme of the Regional Development Planning Observatory
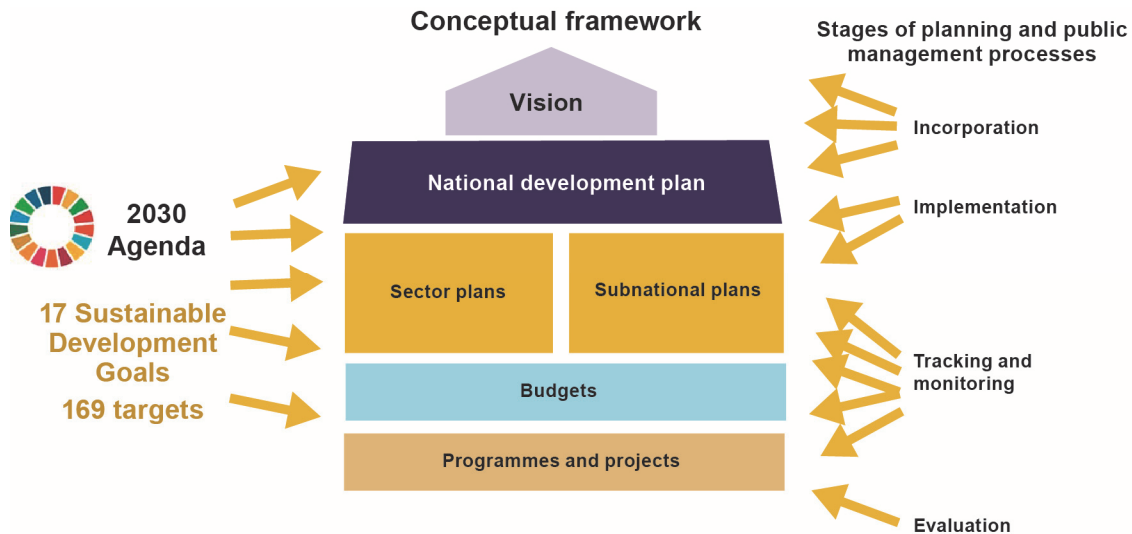
Source: Latin American and Caribbean Institute for Economic and Social Planning (ILPES).

Once the Observatory's scope of action has been decided upon, the methodology used to systemize and compile the data from each of the stages will be defined, along with the information produced, which represents the fundamental value-added delivered by the Observatory.

Table 1 summarizes the data that have been identified in this initial phase to be compiled and systemized. The list could be extended or rationalized in response to the recommendations, observations or suggestions made by the counterparties:

Table 1
Data compiled and systemized by the Regional Development Planning Observatory

Incorporation	Implementation	Monitoring and tracking	Evaluation
• Regulatory frameworks • Existing institutional coordination mechanisms • Current development plans, strategies, sectoral and subnational plans • Participatory planning processes	• Budgets • National public investment systems • Public investment • Linkage between plans, budgets, programmes and projects • Horizontal, vertical and temporal coordination • Management mechanisms	• Tracking and monitoring instruments • Accountability instruments • Open government plans of action • Tools and instruments for citizen participation in monitoring public management • Case studies	• Existing evaluation mechanisms • Experiences of evaluation of the Millennium Development Goals • Experiences of evaluation of the impact of programmes and projects • Case studies

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

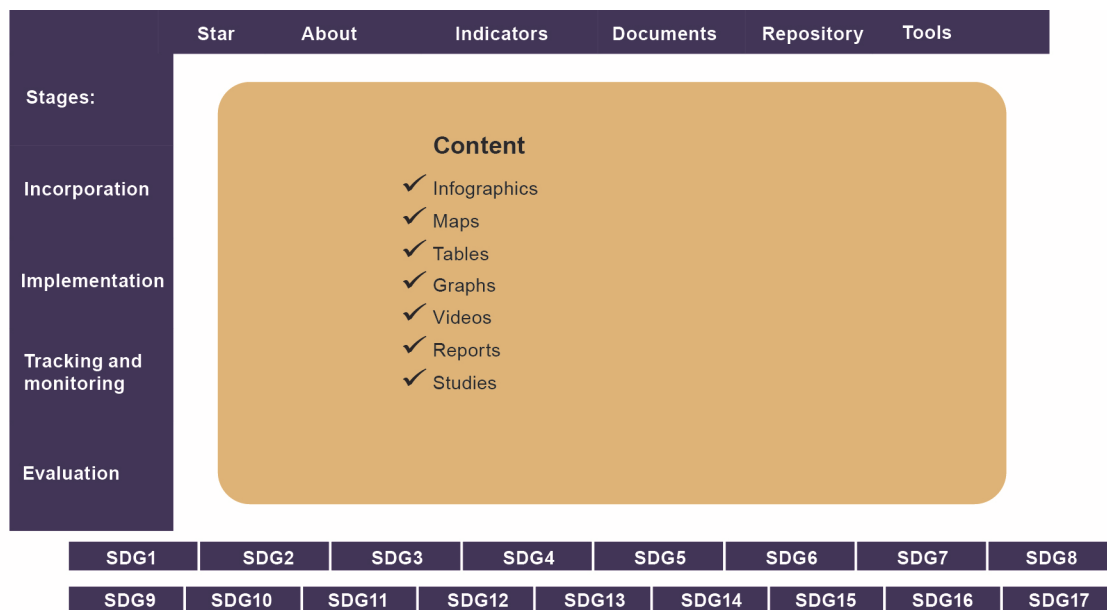These data will be used to generate the following information:

- Number of countries that incorporate the Sustainable Development Goals in their plans.
- Degree of incorporation or convergence of the plans with the Sustainable Development Goals and targets.
- Number of Sustainable Development Goals and targets included in the plans.
- Priority goals at the regional, national and subnational levels.
- Type of institutional framework for implementation, monitoring and fulfilment of the 2030 Agenda, including the legislature or any other supervisory mechanism.
- Degree of alignment or percentage of the budget targeted on achieving the Sustainable Development Goals.
- Degree of alignment or percentage of public investment targeted on achieving the Sustainable Development Goals.
- Degree of vertical articulation in the different levels of government for planning, public management and achievement of the Sustainable Development Goals.
- Degree of horizontal articulation between the different areas of government for planning, public management and achievement of the Sustainable Development Goals.
- Degree of articulation between the multiple actors for planning, public management and achievement of the Sustainable Development Goals.
- Level of consistency between the sustainable development policies at the national, subnational and local levels.
- Percentage of total resources assigned to achieving the prioritized Sustainable Development Goals, obtained from official development assistance.
- Information and communication technology resources available for implementing the 2030 Agenda in the country.
- Number of alliances and pacts with other countries for jointly achieving the Sustainable Development Goals.
- Public systems of transparency and accountability relative to the actions and resources implemented to achieve the Sustainable Development Goals.

2. Presentation of the content

The information generated by the Observatory through its virtual platform aims to be simple, clear and up-to-date, so that it can be used by a public with varied objectives: politicians, planners, decision-makers, parliamentarians, technicians, academics, students, the private sector and civil society at large. Technological tools will be used to make the Observatory an attractive, informative, dynamic, purposeful site, with products that generate value for the stakeholders, particularly planners and policymakers.

To that end, the resources used will include tables, graphs and dynamic maps, infographics, animated GIFs, videos and other tools to disseminate the information generated as widely as possible. More technical or detailed information will also be made available to the public through reports, case studies and other documents, which will discuss specific issues within their scope of observation in greater depth. Diagram 3 shows the proposed structure.

Diagram 3
Structure of the Regional Development Planning Observatory

Star	About	Indicators	Documents	Repository	Tools

Stages:

Incorporation

Implementation

Tracking and monitoring

Evaluation

Content
- ✓ Infographics
- ✓ Maps
- ✓ Tables
- ✓ Graphs
- ✓ Videos
- ✓ Reports
- ✓ Studies

SDG1	SDG2	SDG3	SDG4	SDG5	SDG6	SDG7	SDG8
SDG9	SDG10	SDG11	SDG12	SDG13	SDG14	SDG15	SDG16	SDG17

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

About

Information on the Observatory: field of observation, objective, brief description of its conceptual framework, technical governance, policy of the Observatory and other details relating to its establishment.

Indicators

Core section of the Observatory, where the quantitative and qualitative information generated from the data compilation and systemization is structured and viewed. The information will come from various sources: mainly official data from the countries, but also from international organisations, including ECLAC, non-governmental organisations (NGOs), and from the networks the Observatory is expected to generate. This will be managed by the planning counterparties and the multiple stakeholders participating in this collective construction.

Documents

Official reports, published by the countries or national and international institutions, on the Sustainable Development Goals and the specific variable being studied (planning and public management); for example, evaluation studies, methodologies, case studies on good practices, legislation, institutional arrangements for the Sustainable Development Goals, or national and international pacts in relation to the 2030 Agenda, among others. Internal documents, based on the analysis of information generated by the Observatory, will also be included.

Repository

This section will establish a link with the Digital Repository of National Development Plans — one of the Observatory's basic information sources.

Tools and resources

Information on issues including exchange of experiences, and triangular, South-South, North-South, or peer-to-peer cooperation, in which the countries are engaging, both within the region and outside, to strengthen their planning and public management processes and their convergence towards achieving the Sustainable Development Goals.

This section will also include information on the activities of ECLAC, and in particular ILPES, focused on strengthening capacities for implementing the 2030 Agenda, and any other resource that may be useful to the countries in strengthening their planning and public management systems, and in the implementation of the 2030 Agenda (manuals, methodologies and others).

3. Accesses to the Observatory

The information contained in the Observatory will be accessible as follows:

By country

This access makes it possible to view the details of each country's specific information on the observed variables.

Sustainable Development Goals

The Observatory presents the general definitions of each Sustainable Development Goal, along with the targets and indicators and the content observed for that Goal. Information on a given Goal from several countries can be cross-referenced.

By stages

Access is obtained to the Observatory's content on a specific stage of the planning and public management process: incorporation, implementation, tracking and monitoring, or evaluation.

Model

The Observatory will consist of an online portal. The contents described will have a relational structure and web design, adhering to ECLAC guidelines, in which work has also been done to develop the substantive content. In addition to the state-of-the-art tools provided by the content management system in which the Observatory will be developed, open-source applications will be used to view the data.

Diagram 4
Reference image of the Regional Development Planning Observatory

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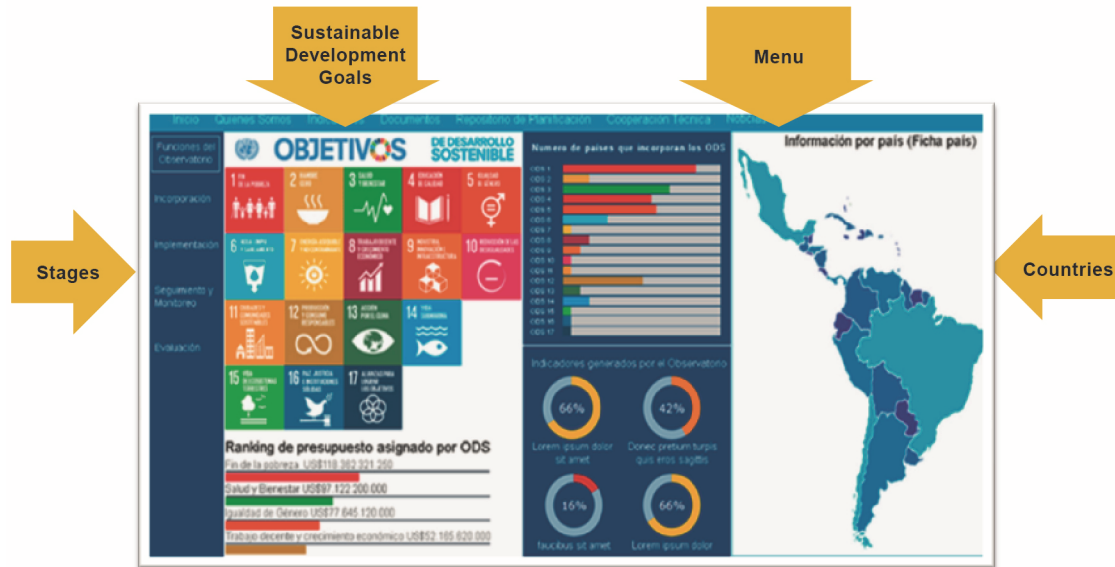
Source: Latin American and Caribbean Institute for Economic and Social Planning (ILPES).

5. Expected outcomes of the Regional Development Planning Observatory

- Its linkage to all of the region's academic spaces, state and non-state entities, and other observatories, repositories and laboratories to enable them to provide content to the Observatory.
- Its constitution in a contents platform enabling countries to access a reliable and systemized source of information on issues of planning and public management for development in Latin America and the Caribbean.
- Its positioning as a mechanism for exchange of experiences among all countries in the region.

D. WHO IS RESPONSIBLE FOR THE OBSERVATORY?

In this initial phase, the ILPES staff is carrying out the following actions:

1. Definition of the Observatory's scope, objective and conceptual framework (ongoing): the Observatory's objective has been defined, the conceptual framework defining the purpose and scope of the observation has been prepared, and the present proposal has been developed.

2. Development of contents and the data systemization methodology (ongoing): the methodological proposal for compiling and systemizing the data observed in each of the defined stages (incorporation, implementation, tracking and monitoring, and evaluation) will be developed on the basis of the conceptual framework.

3.   Technological development of the platform: the website, including graphic design and content viewing, will be developed once the Observatory's substantive content has been defined and information has been generated by compiling and systemizing data.

4.   Legitimization of the Observatory by the Presiding Officers of the Regional Council for Planning, ECLAC and other stakeholders: the Observatory is envisaged as a collective construction; in addition to interaction with planning counterparties and with other ECLAC divisions and other stakeholders throughout the development of the platform, milestones have been defined for the final version to be legitimized by stakeholders prior to its launch.

5.   Implementation of the Observatory: Once the four previous stages have been completed, the Observatory will be launched during the Sixteenth meeting of the Regional Council for Planning, to be held in Peru in the second half of 2017. From then on, continuous dissemination and feedback will be maintained with the counterparties, to enable the Observatory to serve as a dynamic tool that constantly adjusts to the needs of the region's countries and evolves into a planning and public management laboratory for development in the medium term.

6.   Official country content: Once the Observatory has been launched and is available on the ECLAC website, the counterparties of the region's 33 countries will provide the official content which the Observatory will make available for those wishing to consult it.

The Observatory's technical governance, maintained by ILPES, will draw up a map of stakeholders in the region's countries to build its political governance, led by the countries themselves.

IV. WHITE PAPER ON DEVELOPMENT PLANNING OF LATIN AMERICA AND THE CARIBBEAN

A. WHAT DO WE MEAN BY A WHITE PAPER?

The design and production of the white paper on development planning in Latin America and the Caribbean can draw on a wide variety of conceptual and methodological orientations. In some cases, it is created from comparisons with one or more cases (benchmarking). In others, it starts from theoretical and conceptual definitions and the criteria used to evaluate planning systems, the processes of preparing development plans, or their outcomes. Another possibility is to start from quality standards, understood as basic standards, which are developed collaboratively and based on technical consensus to ensure the fulfilment of quality processes.

The methodology proposed by ILPES combines the different ways of constructing a white paper, adapting them to the institutional context in which it is to be applied, while seeking to exploit the advantages and minimize the weaknesses of each approach. The design of this white paper on development planning in Latin America and the Caribbean is firstly expected to draw on the experience of Latin American countries and lessons learned: it draws on theory and contemporaneous planning concepts, but places special attention on the learning arising from their practice. Secondly, it is inspired in the working methodology of the International Organization for Standardization (ISO), particularly as regards the use and exploitation of the technical knowledge held by officials and the planning bodies of Latin American and Caribbean countries. Nonetheless, it does not aspire to become a rigid certification and standardization system, but a guideline for use and exploitation based on self-evaluation rather than

external surveillance. Lastly, it seeks to provide basic indicators to help the institutions that apply it to identify monitoring and permanent improvement processes.

The white paper on development planning is a mechanism for systemizing and recognizing the development planning experience of the Latin American and Caribbean countries. It will guide them in formulating, designing, implementing, and monitoring their development planning processes. It is also expected to be a useful tool for characterizing development planning processes and systems on the basis of fulfilling quality standards in such processes.

B. WHAT TYPE OF WHITE PAPER IS IT?

1. Structure of the white paper on development planning in Latin America and the Caribbean

As mentioned in the foregoing section, the design of this white paper on development planning rests on three basic principles:

- It is rooted in the development problems faced by the countries of the region, taking account of their characteristics, problems, difficulties and progress, among other things.

- It recognizes regional development planning experience.

- It is constructed on a participatory basis, between the key planning and development actors.

The application of these principles will depend on —and will have specific features according to— the spheres of application, of which there are at least four. Each is understood as a different planning model or system: (i) the national planning model;[4] (ii) the subnational planning model;[5] (iii) the sectoral planning model;[6] and (iv) the development visions model.[7]

For each model, a set of analytical criteria are established on the basis of which to define the levels of achievement that will be used to evaluate the planning systems reviewed. This initial proposal of models, dimensions, criteria and levels is expected to be validated by CRP through the formation of technical committees, leading to a final consensus-based proposal between the countries.

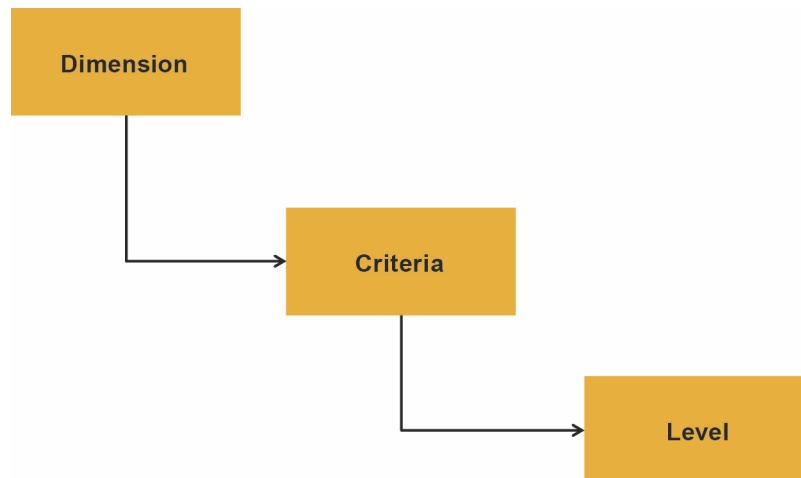[4]   For further detail, see [online] https://goo.gl/JJTCbM.
[5]   For further detail, see [online] https://goo.gl/AIo9IV.
[6]   For further detail, see [online] https://goo.gl/6l9NzB.
[7]   For further detail, see [online] https://goo.gl/bUkgBW.

Diagram 5
Structure of the analysis of planning systems in the white paper on development planning
in Latin America and the Caribbean

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┌──────────────┐
│  Dimension   │
└──────┬───────┘
       │
       ▼
   ┌──────────┐
   │ Criteria │
   └────┬─────┘
        │
        ▼
    ┌───────┐
    │ Level │
    └───────┘
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Source: Latin American and Caribbean Institute for Economic and Social Planning (ILPES).

2. Actions planned and under way

The work has been organized in a sequence of stages which are already under way and have thus far made it possible, on an experimental basis, to confirm the robustness of two models of analysis in the first three phases described in diagram 6.

Diagram 6
Work sequence for implementing the white paper on development planning
for Latin America and the Caribbean

| Phase I Preliminary proposal | Phase II CRP presenttation | Phase III Validation of models | Phase IV Formation of technical committees | Phase V Consultations | Phase VI Final publication |

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

3. Achievements to date

The proposal for the white paper on development planning in Latin America and the Caribbean is currently at the start of Phase IV. The main activities and relevant milestones attained thus far include:

(a)   Application of the subnational model to the Mexican state of Jalisco, based on a draft execution report.[8] The main findings produced by that process include:

    (i)   The case examined suggested merging two dimensions previously considered separate into a single one: feedback of planning systems and institutional design. The two were merged under institutional design.

    (ii)   It was found necessary to include of new analytical criteria.

    (iii)   Some complementary analytical criteria were merged and grouped: this reduced their number from 145 to around 110.

    (iv)   To the four dimensions initially identified was added a fifth, associated with the incorporation of the 2030 Agenda for Sustainable Development. The dimensions are thus as follows:

- Institutional
- Design
- Implementation
- Outcomes
- Sustainable development agenda

(b)   Preparation of a first draft of a national planning model, a development vision, and a sector plan.

(c)   Start of validation of the national model in the case of the planning systems of El Salvador and Costa Rica.

(d)   Design of the methodology for setting up and operating technical workgroups.

(e)   Design of the graphic output schemes, or presentation of information on the conclusions of the models.

4. Financing of the plans and construction of long-term development visions

In view of the previous agreements of the Presiding Officers and resolutions passed in the Fifteenth meeting of the Regional Council for Planning, held in Yachay (Ecuador) in 2015, it was considered important to highlight issues relating to the financing of development plans and the need to provide countries with tools to construct long-term visions. In relation to budgeting, one of the key criteria of the National Planning Model has been the link between budget and planning. Analytical tools have been enhanced to study the consistency between national development goals, public policies, strategies and budgets. As in the subnational model, in which the structural pillar was coordination between the various levels of the State and the sectoral development planning model, the analysis is focused on intersectoral coordination and application of the notion of integrated development (where financial aspects are the central pillar that activates expenditure and investment).

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[8]   See preliminary draft [online] https://goo.gl/XGZ0zL.

A specific model has been proposed for the white paper linked to the long-term development visions, which give specific information on how to structure collective images of the long-term future, and the timeframe between the long-term and public management.

C. WHO WILL PARTICIPATE IN PRODUCING THE WHITE PAPER?

As noted above, thus far progress has been made in constructing a set of preliminary models of analysis that seek to compile experiences and then characterize and systemize them and serve as a common framework for analysing the planning processes of the region's countries. Thus far, phase III has been finished; and, once approval has been received from the Presiding Officers of the ILPES Regional Council for Planning, phase IV could begin. This phase includes active participation by representatives of the CRP countries, so the approval of its request by the Presiding Officers is crucial for developing the following phases.

1. Actors invited to participate

In the subsequent phases, members of the technical committees will be convened and tasked with analysing and approving the preliminary models presented. These committees are the mechanism in which representatives of the CRP members, coordinated by ILPES, have detailed technical discussions on the proposed dimensions, criteria, levels and recommendations for application of the white paper. The committees are expected to present cases, experiences and, in general, any type of background information that could be used to justify or reject the incorporation of some dimensional criterion in the initially proposed white paper models.

The technical committees will be formed by representatives of the region's countries, preferably staff from the governing bodies of development planning in the countries to which this activity has been delegated. ILPES will be responsible for coordinating the technical committees and systemizing the results of the discussions. A proposal for the functioning of the technical committees is set out below.

D. METHODOLOGICAL PROPOSAL FOR THE FUNCTIONING OF THE TECHNICAL COMMITTEES OF THE WHITE PAPER ON DEVELOPMENT PLANNING IN LATIN AMERICA AND THE CARIBBEAN

As explained above, the white paper on development planning in Latin America and the Caribbean must be prepared by a panel of experts, in a regionally representative technical committee, where the four white paper models are discussed and negotiated. The functioning and scopes of action proposed for these committees are as follows:

(i)   There will be four technical committees, one for each model: national, subnational, development and sectoral visions.

(ii)   Each committee will consist of experts on topics of development planning proposed by the countries on a voluntary basis.

(iii)   Each governing body or representative to CRP will put forward a representative to participate in one or more technical committees.

(iv)   The technical committees will function preferably on a virtual basis.

(v)   The technical committees may use the platform provided by ILPES to share information and interact.

(vi)   ILPES will serve as facilitator of the discussions and technical secretariat of the process. It will also provide permanent support to solve operational and work problems when necessary.

(vii)   The interaction will be virtual, in the brainstorming modality (the pseudo-Delphi scheme will be used). The following questions will be posed to the representatives of each committee:

- What are the characteristics of a good planning process? (applied to each white paper model)

- What obstacles does each country face in developing a good planning process?

- Which of the dimensions presented is most important for understanding a good development planning process?

(viii)   ILPES will systemize the first round of open responses, and design closed questions for a second round of questioning.

(ix)   A virtual vote will be held to approve the proposal of dimensions by levels.

(x)   A virtual vote will be held to approve the criteria of each dimension.

(xi)   A virtual vote will be held to approve the optimal levels of valuation for each criterion of each dimension.

(xii)   The results of the technical groups will be presented to CRP, and the models will be approved.

V. TRAINING PROGRAMME ON PLANNING AND THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

A. CENTRAL PURPOSE AND SPECIFIC OBJECTIVES

The programme seeks to generate a permanent space for study and discussion on the 2030 Agenda and the 17 Sustainable Development Goals. It aims to identify and foster the application of strategic tools to incorporate the Sustainable Development Goals in development institutions, policies and plans, strengthen specific competencies and assist in institutional governance and the capacities of the region's countries. This will be done by using new methodologies and conceptual frameworks, public management and governance techniques, and analytical tools and methods to generate the opportunity to share public-planning and policy-design practices —based on learning through interaction.

The specific objectives are to:

- Position the 2030 Agenda for Sustainable Development as the axis around which the planning process in Latin America and the Caribbean will be designed and implemented.

- Promote the analysis of crosscutting issues in the implementation of the 2030 Agenda: development planning and public management, gender perspective, and budget and public investment.

- Support the formulation of planning and public management tools at the national and subnational levels, and multi-scale coordination.

- Foster the exchange of experiences on good practices for institutional frameworks, plans and programmes aimed at monitoring and fulfilling the 17 Sustainable Development Goals.

B. ACTIONS AND EXPECTED ACHIEVEMENTS

1. Actions

This section describes the first training actions to be included in the programme. A brief survey will also be made of CRP member countries, to ascertain their main planning needs and translate them into specific support through national workshops, technical assistance or other learning mechanisms. The diagnostic of training needs will draw mainly on two sources of information: the survey of CRP member countries and the needs identified by ECLAC.

(a)   Seminars

The training proposal includes the holding of seminars with thematic sessions addressing the general context of the 2030 Agenda for Sustainable Development in the region, the discussion on the integration of the three dimensions and crosscutting topics of the 2030 Agenda in development planning, public management, budget, and public investment at the national and local levels. In addition, sessions will be held to present and exchange experiences and lessons learned from the countries of the region on planning and adapting the 2030 Agenda at the national level. These sessions will be led by officials from the planning ministries or 2030 Agenda coordination mechanisms. Between 26 and 28 September 2016, a first seminar was held at ECLAC headquarters on planning and public management in the implementation of the 2030 Agenda for Sustainable Development, in coordination with the Office of the Executive Secretary of ECLAC and in collaboration with the staff and Chiefs of the Sustainable Development and Human Settlements Division, the Statistics Division, the Economic Development Division and the Social Development Division of ECLAC, and experts from the United Nations system and civil society (see annex 1).

(b)   Course

The course on territorial planning and sustainable development and the 2030 Agenda will consist of two weeks of classes and face-to-face workshops. A distance training phase will also be held during the preceding week, through the Moodle learning platform used by ILPES for training activities. The course focuses on learning as a process of individual and collective knowledge construction, resulting from the conjunction of theory, practice and experience. The practical exercise is the pillar on which the course is based.

The final output of the practical exercise is the preparation of a strategy for implementing the Sustainable Development Goals at the territorial (subnational) level, based on a real case. The process of preparing this strategy has been organized in seven successive phases; in each phase, theoretical, conceptual and methodological inputs are provided, which are illustrated with several cases and experiences (see diagram 7 and annex 2).

Diagram 7
Course methodology map
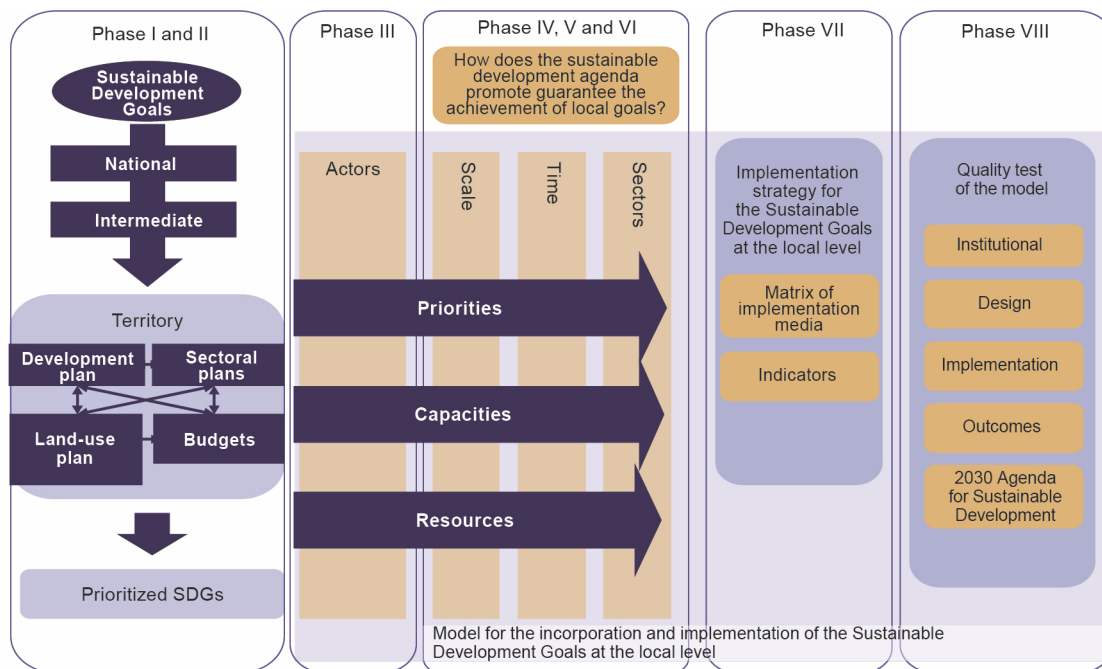
Source: Latin American and Caribbean Institute for Economic and Social Planning (ILPES).

(c)   Ad-hoc workshops

In this initial stage, the workshops will be structured as training activities targeting a specific public in a given country. They will last three days and consist of a combination of theoretical and practical sessions that will exclusively address planning issues and their linkage with the 2030 Agenda. The topics will be defined in coordination with the country's planning counterparty (see annex 3).

2. Expected achievements

- Provide the countries with tools and instruments to incorporate the Sustainable Development Goals into their planning, management and monitoring processes.

- Offer a space for learning, capacity building and exchange of experiences on the incorporation of the Sustainable Development Goals in planning processes.

- Promote the creation of a network of contacts on planning and the 2030 Agenda.

- Complement the ILPES and ECLAC general training programme, by incorporating the topic of the 2030 Agenda and the Sustainable Development Goals.

- Incorporate a multi-stakeholder approach to planning to fulfil the Sustainable Development Goals.

- Mainstream gender in the training mechanisms.

C. PARTICIPANTS IN AND PERSONS RESPONSIBLE FOR THE TRAINING

1. Stakeholders invited to participate

The training activities will target planning professionals at the different government levels in the region's countries with special concern for the topic of development and for generating changes in their employment environment. In some cases, where relevant for the programme's objectives, the invitations will be extended to other types of stakeholder, in line with the guiding principle of "no one left behind", enshrined by the international community in the framework of the 2030 Agenda for Sustainable Development.

The participant selection process will take account of relevant criteria such as:

- The extent to which their work is linked to the planning topic.
- Their degree of linkage with networks or associations that address the issue of planning and public management.
- Their level of commitment to apply the topics learned in the training activities convened by ECLAC and the German International Cooperation Agency (GIZ) in their working environments.
- The level of commitment to respond to ex-post evaluation surveys.
- Whether they come from less-developed countries.
- Gender-fair representation.
- If it is the first time they apply for ILPES courses.
- The breadth of representation by countries.

2. Persons responsible

The persons chiefly responsible for the design and execution of the training activities are a team of ILPES professionals, working in conjunction with officials from other ECLAC divisions. In cases where the training activity is coordinated with an ECLAC member country and the contents have been jointly defined, the host country will be partially responsible for organizing the activity.

On issues that warrant a complementary view to that offered by ECLAC, invitations will be extended to experts from the United Nations system and from other sectors.

D. INFORMATION RESOURCES FOR THE TRAINING

ECLAC and ILPES have a variety of information resources available to support and complement these training activities: the Regional development planning observatory —a virtual tool that will give public and private sector agents and civil society tools and information to link development plans to the 2030 Agenda for Sustainable Development; the Bibliographic Guide of the 2030 Agenda for Sustainable Development —a research guide that helps stakeholders to search bibliographic information on issues

related to the 2030 Agenda, focusing particularly on Latin America and the Caribbean; and the toolkit for the incorporation of the 2030 Agenda and the Sustainable Development Goals in planning processes and instruments, which will draw on the contents themselves and lessons learned from all training processes on planning and the 2030 Agenda for Sustainable Development.

VI. ADDITIONAL REFERENCES

Link to the content of the Seminar on Planning and Public Management in the Implementation of the 2030 Agenda for Sustainable Development:: http://www.cepal.org/es/eventos/planificacion-gestion-publica-la-implementacion-la-agenda-2030-desarrollo-sostenible.

Link to the bibliographic guide of the 2030 Agenda for Sustainable Development: http://biblioguias.cepal.org/agenda2030.

Annex 1

Preliminary programme for the seminar on planning and public management in the implementation of the 2030 Agenda for Sustainable Development

Day/time	Monday, 26 September	Tuesday, 27 September	Wednesday, 28 September
9.30 – 10.30 a.m.	**Opening statement** Horizons 2030: equality at the centre of sustainable development	Integrated approaches to planning and implementation of sustainable development	**Presentation** Data and statistics for planning and follow-up to the SDGs
10.30 – 10.45 a.m.	Exchange of experiences, questions and comments by representatives of the countries		
10.45 – 11 a.m.	Coffee break		
11 a.m. - noon	**Presentation** Agenda 2030: regional background and institutionality	**Country experience** on building the SDGs into development plans	**Experience of Mexico** on SDG monitoring and its importance for planning
Noon – 12.15 p.m.	Exchange of experiences, questions and comments by representatives of the countries invited		
12.15 – 1.15 p.m.	**Country experience** on institutionality for Agenda 2030	**Presentation** Regional Development Planning Observatory	**Presentation** Transparency and open government in the 2030 Agenda
1.15 – 1.30 p.m.	Exchange of experiences, questions and comments by representatives of the countries		
1.30 – 2.30 p.m.	Lunch break		
2.30 – 3.30 p.m.	**Presentation** The role of planning in implementation of the 2030 Agenda	**Presentation** Budget management for moving the SDGs forward	**Presentation** Multi-stakeholder approach in planning for the achievement of the SDGs
3.30 – 3.45 p.m.	Coffee break		
3.45 – 4.45 p.m.	**Country experience** on building the SDGs into development plans	**Country experience** on linking planning and budgeting	**Country experience** Participation mechanisms
4.45 – 5.p.m.	Exchange of experiences, questions and comments by representatives of the countries		**Conclusions and close**

Annex 2

Preliminary programme for the course on territorial planning for sustainable development and the 2030 Agenda

Week 1	Monday, 21 November	Tuesday, 22 November	Wednesday, 23 November	Thursday, 24 November	Friday, 25 November
9 – 9.30 a.m.	**Opening session**				
9 – 10.30 a.m.	The 2030 Agenda and Horizons 2030	Workshop phase I Presentation of the exercise Appropriation of the 2030 Agenda	Workshop phase II Appropriation of territory-related tools and issues	Workshop phase III Analysis of stakeholders and participation strategy	Workshop phase IV Interscale analysis
Break					
11 a.m. – 12.30 p.m.	The 2030 Agenda for Sustainable Development and means of implementation ECLAC	Territory, development and contemporary planning dilemmas in Latin America and the Caribbean	Workshop phase II Prioritizing SDGs	Workshop phase III Analysis of stakeholders and participation strategy	Workshop phase IV Interscale analysis
Lunch					
2.30 – 4 p.m.	The 2030 Agenda for Sustainable Development and means of implementation ECLAC	National development planning systems and white paper on planning	Social capital, development and territorial planning	Scales and levels in planning for territorial development	
Break					
4.30 – 6 p.m.	Workshop phase I Presentation of the exercise Appropriation of the 2030 Agenda	Presentation of study territory and its existing planning instruments	Building strategies for participation in planning processes	Case presentation: interscale management in planning for development	

Week 2	Monday, 28 November	Tuesday, 29 November	Wednesday, 30 November	Thursday, 1 November	Friday, 2 November
9 – 10.30 a.m.	Sectoral policies and institutions in planning for territorial development	Prospective analysis and planning for development	Formulating strategies in planning processes: concepts, approaches and instruments	Workshop phase VII Implementation strategy	Final presentation Discussion on presentations
Break					
11 a.m. – 12.30 p.m.	Case presentation: Intersectoral management in planning for development	Case presentation: Intertemporal management in planning for development	Case presentation: Strategic formulation	Workshop phase VII Implementation strategy	Conclusions, final remarks
Lunch					
2.30 – 4 p.m.	Workshop phase V Intersectoral analysis	Workshop phase VI Intertemporal analysis	Implementing the strategy	Quality test and 2030 Agenda for Sustainable Development	
Break					
4.30 – 6 p.m.	Workshop phase V Intersectoral analysis	Workshop phase VI Intertemporal analysis	Workshop phase VII Implementation strategy	Workshop phase VII Quality test	

Annex 3
Preliminary programme of the workshop on instruments for analysis of national development plans and their links with the 2030 Agenda for Sustainable Development

	Day 1	Day 2	Day 3
9 – 9.15 a.m.	**Opening session**		
9.15 – 10.15 a.m.	**Horizons 2030 and the role of planning in implementation of the 2030 Agenda for Sustainable Development**	**Integrated approaches to planning and implementation of sustainable development**	**Multistakeholder approach to planning for the achievement of the SDGs**
Break			
10.30 a.m. – 1 p.m.	Workshop 1 Building the Sustainable Development Goals into planning tools and processes	Workshop 3 How to plan respecting the integrated nature of the 2030 Agenda for Sustainable Development	Workshop 5 Mechanisms for participation in planning
Lunch break			
2 – 3 p.m.	**Territorial planning and the 2030 Agenda**	**Sustainable development platform for public policy decision-making**	Presentation: outcomes of workshop 5
Break			
3.15 – 4.15 p.m.	Workshop 2 Appropriation of territory-related tools and issues	Workshop 4 How to build the platform	**Guide to planning and its links with the 2030 Agenda**
4.15 – 5.15 p.m.	Presentation: outcomes of workshops 1 and 2	Presentation: outcomes of workshops 3 and 4	Plenary session and close