Sixty-seventh session
Item 131 of the preliminary list*
Programme planning

Proposed strategic framework for the period 2014-2015

Part two: biennial programme plan

Programme 18
Economic and social development in Latin America and the Caribbean

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Overall orientation

18.1. The overall purpose of the programme is to promote economic, social and environmentally sustainable development in Latin America and the Caribbean through international cooperation, by undertaking comprehensive research and analyses of development processes and providing the relevant normative, operational and technical cooperation services to member States in support of regional development efforts.

18.2. The mandate for the programme, which falls within the purview of the Economic Commission for Latin America and the Caribbean (ECLAC), derives from resolution 106 (VI) of the Economic and Social Council (ECOSOC), by which the Council established the Commission for the purpose of contributing to and coordinating action towards the economic and social development of the region and reinforcing economic relationships among the countries of the region as well as worldwide. In 1996, through ECOSOC resolution 553 (XXVI), the Commission was entrusted, inter alia, to collaborate with member States in analysing the development process of formulating, evaluating and monitoring public policies to provide operational services on specialized information, advisory services, training and support in regional and international cooperation.
18.3. The Commission will continue to pursue key objectives shared by all the regional commissions, to support the development pillar of the United Nations, to foster economic integration at the regional and subregional levels, to promote the implementation of internationally agreed development goals beyond 2015, in continuation of the Millennium Development Goals, and to support sustainable development by helping to bridge economic, social and environmental gaps between and among countries in the region and the industrialized economies.

18.4. To achieve these objectives, ECLAC will continue to respond to the needs of the countries in the region; serving as a regional forum and facilitator in building regional consensus and supporting public-policy formulation to meet the challenges facing the region; and conduct and promote multilateral dialogue, sharing knowledge and networking at the global, regional and subregional levels. The Commission will promote intraregional and interregional cooperation among regional commissions and collaborate with other regional organizations, particularly with United Nations entities.

18.5. The Commission’s overall strategy for achieving the objectives of the programme is structured around 13 interdependent and complementary subprogrammes, implemented through an integrated and multidisciplinary approach. In formulating the present biennial
programme plan, the strategic framework for the biennium 2014-2015 was drawn from the priorities and agreements stemming from the major United Nations conferences and summits in the economic, social and environmental fields, including those deriving from the United Nations Millennium Declaration, the 2005 World Summit Outcome and the regional and subregional summits. Special efforts were put in practice to ensure that the Commission’s gender mainstreaming strategy is reflected throughout the 13 subprogrammes of the present biennial programme plan.

18.6. During 2010-2011, the economies of Latin America and the Caribbean continued to recover from the global financial and economic crisis whose fallout spread across the region in the second half of 2008 and in 2009. After contracting in 2009, the gross domestic product (GDP) expanded by 5.9 per cent in Latin America and the Caribbean in 2010, and a projected growth of 4.3 per cent 2011, lower than the rate in 2010, albeit with the region’s hallmark differences in performance from one country to another. The upturn that began late in 2009 and gained unexpected momentum in 2010 developed into a full-blown recovery that was without precedent in the world economy, sustained by the macroeconomic policies implemented by the countries in the region. The recovery carried over into 2011, although economic growth subsided in response to both external and domestic
factors. The slowdown in regional growth steepened in the second half of the year, reflecting slackening export growth, falling prices for the region's main export commodities—which nonetheless remained at historically high levels—and cooling domestic demand. For 2012, regional per capita GDP is projected to grow by 3.7 per cent, notwithstanding the deterioration in external conditions and, on the domestic front, complex policy challenges arising from dilemmas over the direction of certain macroeconomic variables.

18.7. Leading composite indicators show that slower growth in the industrialized countries is starting to act as a drag on the main emerging economies. If these trends continue, regional exports to Europe and the United States will slow down in 2012 and 2013 and export growth in economies whose exports depend heavily on those markets would be jeopardized. As growth decelerates in the emerging economies and the industrialized economies show increasing weakness, international commodity prices could fall, adversely affecting the trade and current account balances of net commodity exporters. These circumstances would present a number of risks and difficulties, both in the short term and in the medium and longer terms. Economic turbulence and high unemployment in the industrialized economies may prompt a resurgence of protectionist forces and reduce the margin for new initiatives for responding to the challenges of
globalization, such as the conclusion of the Doha Round, the
discussions on a new international financial architecture, and a new
framework for globally reducing emissions of greenhouse gases. This
augurs great uncertainty for 2012 and thus Latin American and
Caribbean economies would have to reinforce macroeconomic
prudence. In these circumstances, regional economies should have to
strengthen macroeconomic management, pursue sustainable fiscal and
external accounts, reinforce macro prudential measures related to
financial flows and steer their policy decisions by the long-term
behaviour of their main economic variables. Prudential
macroeconomic management must be complemented with a concerted
effort to further regional cooperation. Policies should also be put into
place to drive productivity to bring countries closer to the international
productivity frontier and develop a more dynamic structure that will
serve as an engine of growth and learning.

18.8. Under such circumstances, the social gaps in the region are
expected to face an ambivalent scenario combining on the one hand
structural backward trends that reinforce them and on the other, more
recent, favourable developments that open new possibilities for
advancing towards less unequal societies with broader access to well-
being. Poverty and inequality are decreasing, mainly due to active
social public policies aimed to protecting employment, rising labour
income and increasing public transfers to the most vulnerable sectors. The estimated poverty rate for the region in 2011 was 30.4 per cent, including 12.8 per cent living in extreme poverty or indigence. In absolute terms, these figures translate into 174 million poor people, of whom 73 million were indigent. The figures show that, in the wake of the 2009 crisis, economic recovery has been reflected (at least partially) in the poverty indicators.

18.9. But productive gaps remain rigid, and there is still little social mobility for specific groups in low-productivity sectors (especially women in lower-income socio-economic groups) whose income has not increased. Fertility is declining substantially and can mean greater possibilities for the well-being in families with fewer dependents. However, the fertility structure is still stratified by socio-economic and education levels, which means that main reproduction of society is happening in poor households. Furthermore, adolescent fertility has fallen at a much more moderate pace than total fertility. In many of the countries of the region it even rose during the 1990s while the total fertility rate declined significantly. The inequality in fertility between groups with different education levels is usually particularly marked in the case of adolescent mothers. Governments have increased social spending and social protection in recent years to mitigate the impacts of the 2008-2009 crisis on the most vulnerable sectors. Nonetheless,
the social protection systems in the region are far from being inclusive, and have gaps that reproduce vulnerability and stratified access to social security. Latin America’s weak social protection systems are facing tremendous redistributive challenges, with limited fiscal capacity and relatively rigid—if any—architectures of well-being. Any systemic approach should also draw on the contributory pillar and on targeted policies to link rights with progress towards truly universal—and solidarity-based—protection systems.

18.10. Lastly, global challenges such as climate change and the need to develop low-carbon economies urgently require the implementation of new strategies to foster adaptation, mitigation and risk reduction as well as to enhance energy efficiency and jump-start the broad use of renewable energies. In the post-crisis context, the role of institutions and market regulations need to be revised and the role of the State must be redefined to generate the conditions for sustainable and inclusive development that would bring the region onto a new path of sustainable development with equality. During the period 2014-2015, the challenges will be to implement the agreements derived from the United Nations Climate Change Conference (sixteenth session of the Conference of the Parties (COP 16)), Cancun, 2010 and the United Nations Climate Change Conference (seventeenth session of the Conference of the Parties (COP 17)), Durban, 2011.
18.11. In 2010 the thirty-second Session of ECLAC adopted the position document *Time for equality: closing gaps, opening trails*, which attempts to summarize a revised development agenda for Latin America and the Caribbean. The document puts forward an integrated vision of development in keeping with the times, drawing on historical lessons and entailing far-reaching changes. This vision has laid the groundwork for further discussion of policy content and proposals, and is expected to guide the work of the Commission in the coming years. In 2012, ECLAC will present to member States policy proposals to link macroeconomic instruments with productive sustainable development with equality at the center.

18.12. Considering the complexity of the reform processes in the region and the rapidly evolving demands from member States, ECLAC will continue to provide timely and relevant analysis and policy recommendations regarding development issues. The Commission will work closely with the Governments in the region and other counterpart institutions to safeguard linkages between individual national experiences and regional perspectives, facilitate data comparability and exchange of good practices, and provide effective technical cooperation services in transboundary issues within its purview.
18.13. To meet the challenges referred to above, ECLAC will focus the programme of work in the biennium 2014-2015 on the following priorities:

(a) Improving macroeconomic stability and further enhancing policies that reduce vulnerability and mitigate the effects of economic and financial crises;

(b) Strengthening the region’s access to financing for development and enhancing the financial architecture at the global, regional and domestic levels;

(c) Increasing the region’s productive potential and reducing productivity gaps to achieve convergence with a particular emphasis on innovation and new technologies;

(d) Improving the region’s position in the international economy through trade, regional integration and cooperation;

(e) Promoting a social covenant by improving social equality, reducing social risks and reinforcing gender mainstreaming in public policies;

(f) Enhancing sustainable development policies, energy efficiency and addressing the impacts of climate change taking into account the outcome of the Rio+20 Summit to facilitate its implementation, reducing vulnerability in key sectors;
(g) Strengthening public management to enhance the role of the State in the twenty-first century, particularly through progressive fiscal policies;

(h) Improving institution-building related to the management of global and transboundary issues and the provision of public goods at the regional level.

18.14. To that end, the Commission will emphasize analytical, normative, advocacy and capacity-building work to strengthen the design of sustainable development strategies and public policies and to facilitate the continuous monitoring of their practical implementation. Operational services in the areas of specialized information, technical cooperation and training will foster cooperation, networking and sharing of good practices at the subregional, regional and international levels, including South-South cooperation.

18.15. ECLAC will continue to work on integrated and comprehensive follow-up to the world summits from a regional perspective, in particular the region’s final progress towards the Millennium Development Goals in 2015 as well as the renovated development agenda for the region stemming from the reflection on beyond 2015 and the Rio+20 Summit. For that purpose, ECLAC will reinforce its leading role as the convener of the Regional Coordination Mechanism
to coordinate the work programme of the specialized agencies, funds and programmes of the United Nations system in the region, which reports to ECOSOC and to the General Assembly. ECLAC will continue its active participation to enhance substantive coordination among all participating entities in the Executive Committee on Economic and Social Affairs (ECESA).

18.16. ECLAC will continue serving as technical secretariat for various intergovernmental initiatives, such as the Committee of the Whole, the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean, the Regional Conference on Women in Latin America and the Caribbean, the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), the Committee of High-level Government Experts (CEGAN), the Central American Economic Cooperation Committee, the Caribbean Development and Cooperation Committee (CDCC), the Committee on Population and Development, and the Regional Plan of Action for the Information Society in Latin America and the Caribbean (eLAC 2007).

18.17. Collaboration will also be continued with the International Monetary Fund (IMF), the World Bank and other inter-American, Ibero-American and Bretton Woods institutions such as the
Organization of American States (OAS), the Ibero-American Secretariat, and the Inter-American Development Bank (IDB).

18.18. Furthermore, ECLAC will collaborate closely with new emerging regional mechanisms such as the Community of Latin American and Caribbean States (CELAC), the Union of South American Nations (UNASUR), and reinforce cooperation with the Caribbean Community (CARICOM), the Latin American Integration Association (ALADI), the Common Southern Market (MERCOSUR) and the Central American Integration System (SICA). ECLAC will also strengthen its collaboration with private sector associations, non-governmental organizations, think-tanks and the academic sector to promote policy dialogue and to engage them in the implementation of the sustainable development agenda.

18.19. The Commission will also continue to engage with the Executive Committee on Economic and Social Affairs as a key global mechanism for ensuring coherence on common thematic areas among entities of the United Nations Secretariat working in the social and economic sectors.
Subprogramme 1

Linkages with the global economy, regional integration and cooperation

**Objective of the Organization:** To enhance regional integration and global cooperation to strengthen the role of Latin America and the Caribbean region in the global economy

**Expected accomplishments of the Secretariat**

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<tr>
<th>Secretariat</th>
<th>Indicators of achievement</th>
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<tbody>
<tr>
<td>(a)</td>
<td>Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional trade flows and value-chains</td>
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<tr>
<td></td>
<td>(a) (i) Increased number of countries in the region formulating/adopting trade and integration policies and measures to participate effectively in global and regional trade flows and value-chains in line with ECLAC recommendations</td>
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</table>
(ii) Increased percentage of readers acknowledging the benefit from the analysis and policy recommendations on trade policies and export development strategies contained in the publication *Latin America and the Caribbean in the World Economy* and other selected publications.

(b) Strengthened capacity of regional stakeholders to assess the impact and potential contribution of trade policy to sustainable development, including poverty reduction, gender equality and mitigation of climate change.
(ii) Increased number of public institutions and private organizations acknowledging that they benefited from ECLAC technical cooperation services to improve their capacities in relation to trade and sustainable development.

Strategy

18.20. Substantive responsibility for this subprogramme rests with the International Trade and Integration Division, in collaboration with the Commission's offices in Washington, D.C. and Brasilia. Given the cross-cutting nature of themes, the Division will collaborate with other ECLAC subprogrammes for the implementation of this programme of work. The strategy will take special account of the relevant provisions relating to the goals and targets deriving from the Millennium Declaration, in particular those related to the empowerment of women as part of the incorporation of the gender perspective in the work of the subprogramme, poverty reduction and the global partnership for development.
18.21. The subprogramme is oriented towards strengthening the role of Latin American and Caribbean countries in world trade and the global economy by strengthening their capacity to formulate and implement trade policies and export development strategies. Through analysis and the preparation of recommendations, it will help stakeholders to face new challenges in international trade, trade negotiations, regional integration and international economic relations. The subprogramme’s activities will promote policy discussion and consensus-building. As a platform for dissemination of knowledge, preparation of policy proposals and generation of information and databases, the subprogramme will provide advisory and technical cooperation services to support countries’ efforts to improve their international role and trade performance.

18.22. The subprogramme will cover nine areas of work, namely:

(a) Trade policy adjustment to the new challenges of the twenty-first century: innovation and technological progress, services, global value chains and internationalization of enterprises, private standards, climate change mitigation, and links with new emerging issues such as security, labour markets, poverty and corporate social responsibility;
(b) Negotiation, implementation and administration of trade agreements and multilateral rules;

(c) Regional integration and cooperation in the new stage of global development: convergence of agreements, areas of cooperation, internationalization of companies and links to other developing countries;

(d) South-South trade and investment, including the role of Brazil, the Russian Federation, India and China (the so-called BRIC countries) and other emerging economies;

(e) Monitoring of developments in Asia-Pacific and the trade and integration strategy of Latin America and the Caribbean towards that region;

(f) Promotion and diversification of exports: inter-agency coordination and public-private cooperation, institutional modernization, trade facilitation and aid initiatives for trade, and international best practices;

(g) Links between trade and social issues such as gender studies, poverty reduction, income distribution and job creation;

(h) Establishment of public-private partnerships for export development and issues related to corporate social responsibility;
(i) Training activities to improve the region's participation in regional and global supply and production chains.

18.23. The subprogramme will respond to the needs of stakeholders by providing updated information, analysis and policy recommendations to policymakers in the countries in the region, private-sector institutions and other organizations at the local, subregional and regional levels. The subprogramme will continue to coordinate and cooperate with the United Nations Conference on Trade and Development (UNCTAD), the World Trade Organization (WTO), the International Labour Organization (ILO), the World Bank, the Organization for Economic Cooperation and Development (OECD), the Latin American Economic System (SELA), the Inter-American Development Bank (IDB), the Organization of American States (OAS), the United Nations regional commissions, regional development banks, the secretariats of the various regional integration organizations and governmental and private entities having responsibilities in the areas of trade and integration.

18.24. The outputs of the subprogramme include the publication of several documents; organization of and participation in seminars, workshops and meetings; and the provision of technical cooperation services to relevant stakeholders in cooperation with other
programmes, agencies and funds of the United Nations and other international organizations.

18.25. Lastly, the subprogramme’s work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission’s website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

**Subprogramme 2**

**Production and innovation**

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**Objective of the Organization**: To foster productivity convergence and innovation in Latin America and the Caribbean with due consideration to sustainable development and the linkages with the global economy.

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**Expected accomplishments of the**

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<th>Secretariat</th>
<th>Indicators of achievement</th>
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<tr>
<td>(a)</td>
<td>Strengthened capacity of Latin American and Caribbean governments to formulate policies and strategies to transform the production structure with a focus on the most innovative sectors and the creation of linkages between firms as well as between sectors.</td>
</tr>
<tr>
<td>(a) (i)</td>
<td>Increased number of policies or measures adopted by countries of the region aimed at transforming their production structures in line with ECLAC recommendations.</td>
</tr>
<tr>
<td>(ii)</td>
<td>Increased number of government authorities and public institutions acknowledging that they benefited from ECLAC’s technical cooperation services or analytical inputs to inter-governmental meetings on aimed at the transformation of their production structures.</td>
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</table>
(b) Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster productivity convergence, encourage innovation and support the incorporation of new technologies to productive and management processes.

(b) (i) Increased percentage of participants in seminars, workshops or training courses of the subprogramme acknowledging that they benefited from ECLAC technical cooperation services to improve their capacities to foster productivity convergence, encourage innovation and support the incorporation of new technologies.
(ii) Increased percentage of readers acknowledging benefiting from the analysis and policy recommendations on investment patterns, competitiveness, agricultural and rural development contained in the publications Foreign Direct Investment in Latin America and the Caribbean, The Outlook for Agriculture and Rural Development in the Americas and other selected publications of the subprogramme.

Strategy

18.26. The Division of Production, Productivity and Management, which has recently been restructured along the thematic lines to be addressed, will be responsible for the implementation of the subprogramme. Work will be carried out in close coordination with other ECLAC divisions and offices, in particular the International Trade and Integration Division and the Commission’s national offices
in Buenos Aires and Montevideo in areas related with internationalization of small and medium sized enterprises (SMEs), productive development policies and analysis of specific productive sectors. The Division will also continue to gradually incorporate the gender perspective in the work of the Subprogramme and consolidate the new area of work on information and communication technologies (ICTs) and gender which will be developed for the twelfth session of the Regional Conference on Women in Latin America and the Caribbean to be held in 2013. The strategy to be followed will take special account of the relevant provisions relating to the goals and targets deriving from the Millennium Declaration, particularly on reducing extreme poverty and hunger by promoting productive employment, the global partnership for development, a commitment to good governance, development and poverty reduction and the dissemination of the benefits of new technologies, especially ICTs.

18.27. Emphasis will be placed in the following areas: new technologies (information and communications technologies, biotechnologies for health, industry and agriculture, new energy sources and nanotechnologies), information systems, SMEs promotion policies, and productive development policies.

18.28. The subprogramme will produce economic analyses and applied research based on the generation, processing and analysis of
information and indicators in various databases, disseminate the results and offer policy recommendations to Governments and other relevant stakeholders. It will promote policy advocacy and the exchange of experiences and good practices with respect to the dynamics of productive development among stakeholders at the regional, national and local levels through meetings, seminars and electronic forums. In addition, the creation and operation of networks will be supported to generate, update and disseminate knowledge. The strategy will also include the provision of technical cooperation services such as specific training courses and workshops.

18.29. In order to achieve the expected accomplishments, strategic partnerships will be established with Governments and institutions, at the national and local levels and in the various subregions (Southern Cone, Central America, Andean Countries, and the Caribbean).

18.30. The main beneficiaries of the subprogramme will be government authorities and public officials of the countries in the region as well as a variety of civil society organizations, academic and private-sector institutions, and local, regional and subregional organizations. The subprogramme will continue to carry out consultations and work in close collaboration with high-level authorities responsible for innovation, agricultural and industrial development, investment and the promotion of SMEs and the
specialized agencies, funds and programmes of the United Nations system.

18.31. Member States will also benefit from increased visibility of the subprogramme’s work through the continuous updating and development of the Commission’s website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.
Subprogramme 3

Macroeconomic policies and growth

Objective of the Organization: To achieve economically sustainable growth in Latin American and Caribbean countries by enhancing the design and implementation of suitable macroeconomic policies

Expected accomplishments of the

| Secretariat | Indicators of achievement |
(a) Increased awareness and understanding among policymakers and other stakeholders in Latin America and the Caribbean of current and emerging macroeconomic issues in a highly volatile environment.

(a) (i) Percentage of readers who report having benefited from the analysis of macroeconomic issues contained in the publications “Economic Survey of Latin America and the Caribbean”, “Preliminary Overview of the Economies of Latin America and the Caribbean”, and other selected publications.

(ii) Number of references to the subprogramme’s publications and activities included in publications from central banks, ministries, legislative bodies and other official sources.
(b) Increased capacity of policymakers of Latin America and the Caribbean to analyze, design and implement macroeconomic policies that strengthen long-term economic growth and improve its impact on key social variables.

(b) (i) Percentage of participants in networks organized by the subprogramme that consider the work of the forums and their policy recommendations on macroeconomic issues and long-term growth-enhancing policies as “useful” or “very useful” for their work.

(ii) Number of actions, steps or measures taken by national governments in the area of macroeconomic policy that take ECLAC recommendations into account.

Strategy

18.32. Substantive responsibility for the execution of the subprogramme rests with the Economic Development Division, which will work in close collaboration with the ECLAC subregional
headquarters in Mexico City and Port of Spain and the Commission's national offices in Buenos Aires, Brasilia, Bogota, Montevideo and Washington, D.C.

18.33. The subprogramme will conduct applied research on the macroeconomic performance and policies of Latin American and Caribbean countries, as well as the region as a whole; and will continue strengthening the Division's forecasting capacities; and providing timely and accurate information, analyses and policy options and recommendations through its recurrent and specialized publications, workshops and seminars. The subprogramme will also support the establishment and operation of networks for sharing experiences and good practices and provide technical cooperation activities and advisory services as requested.

18.34. To ensure accuracy of information, relevance of its publications and contribution to policy dialogues, the Division will collaborate closely with its national counterparts, namely ministries of finance, central banks and other stakeholders concerned with macroeconomic policies, which will also be the main direct beneficiaries of the subprogramme's work. Other beneficiaries will include academia and research institutes, the private sector and civil society. Collaboration with other regional and subregional institutions as well as other entities of the United Nations, such as the Department
of Economic and Social Affairs (DESA) and the International Labour Organization (ILO), will be pursued.

18.35. Lastly, member States will benefit from increased visibility of the subprogramme’s work through the continuous updating and development of the Commission’s website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

Subprogramme 4

Financing for development

Objective of the Organization: To foster an efficient generation and allocation of financial resources in Latin America and the Caribbean to support development and equality

Expected accomplishments of the
Secretariat

| (a) Improved capacity of Latin American and Caribbean policymakers to formulate and adopt policies, programmes and plans |
| (a) (i) Increased number of policies, programmes and plans adopted by countries of the region |
implement financial policies to generate and allocate domestic resources and mobilize foreign resources for development. related to the generation and allocation of domestic resources and mobilization of foreign resources, as well as prudential macro-regulation in line with ECLAC recommendations and methodologies.

(ii) Increased percentage of readers who report having benefited from ECLAC analysis and policy recommendations on relevant issues on financing for development contained in the recurrent publications.

(b) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to contribute to the debate to reshaping the global and regional financial architecture related to middle income countries, official

(b) Increased number of countries and regional institutions making contributions and proposals in global, regional and national debate forums to improve the financial architecture at the global and regional levels in line with ECLAC
development assistance (ODA), and innovative financing mechanisms.

Strategy

18.36. The Division will collaborate with other ECLAC substantive divisions, subregional headquarters and national offices to deliver its mandates.

18.37. The subprogramme will focus on financing for development policies, including macro regulation both at local and international level; the development of inclusive financial systems for the promotion of small and medium enterprises (SMEs) and the financing of social protection schemes; as well as the international financial system and architecture, and integration and financial cooperation. Within this context, the subprogramme will provide analysis and recommendations on the challenges faced by middle-income countries and financing sources such as official development assistance (ODA) and innovative financing mechanisms related to social protection schemes and microfinance development.

18.38. The Division will provide research and analyses on policy options and recommendations for action in the area of financing for
development. It will disseminate results through its recurrent and specialized publications and databases, organize meetings and seminars, support the establishment and operation of a specialized community of practice for the sharing of experiences and good practices, and provide technical cooperation activities and advisory services as requested.

18.39. The main beneficiaries of the subprogramme’s activities will include central banks, ministries of finance, regional and subregional development banks, private financial intermediaries, health and pension fund authorities, government institutions dealing with regional integration, and academic institutions. The subprogramme will work in close collaboration with institutions such as the World Bank, the International Monetary Fund (IMF), the Organization for Economic Cooperation and Development (OECD), the Bank for International Settlements, and with other United Nations bodies, in particular the Department of Economic and Social Affairs (DESA) and the United Nations Conference on Trade and Development (UNCTAD). Regional partner institutions will include the Andean Development Bank, the Central American Bank for Economic Integration, the Inter-American Development Bank (IDB), the Caribbean Development Bank, the Bank of the South and the Latin American Reserve Fund.
18.40. Finally, the subprogramme’s work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission’s website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 5

Social development and equality

**Objective of the Organization:** To accelerate poverty reduction, reduce social vulnerability and promote social equality in the region

**Expected accomplishments of the Secretariat**

<table>
<thead>
<tr>
<th>Indicators of achievement</th>
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<tbody>
<tr>
<td>(i) Increased number of social policies, programmes and plans adopted by countries of the region to address the structural and emerging social risks, in line with ECLAC’s inputs and recommendations.</td>
</tr>
<tr>
<td>(a) Increased capacity of Latin American and Caribbean Governments to formulate policies and programmes that address the structural and emerging social risks affecting various socio-economic groups with a human rights and...</td>
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equality based approach.

(ii) Increased percentage of
respondents who acknowledge
having benefited from the analysis
and recommendations on social
policies and programmes contained
in the publication *Social Panorama
of Latin America* and other selected
publications.

(b) Strengthened technical capacities
of social policy institutions to
reinforce the redistributive impact of
public action, improve synergies
among social policies, and generate
pro-active articulations with other
governmental entities and
stakeholders regarding broadening of
social protection networks and the
reduction of poverty and inequality.

(i) Increased number of social
policy institutions adopting
programmes in line with ECLAC
recommendations regarding
institutional innovation in the social
sector and new forms of networking
among governmental entities and
stakeholders.
(ii) Increased number of stakeholders acknowledging that they benefited from ECLAC technical cooperation services and thematic networks to enhance dialogue and strengthen their capacities to improve the social impact of public action.

Strategy

18.41. The Social Development Division will be responsible for the implementation of this subprogramme. It will work in close collaboration with other ECLAC divisions, as well as with ECLAC subregional headquarters and national offices and with other agencies within the United Nations system. The strategy will take into account the internationally agreed development goals stemming from the major United Nations conferences in the economic and social fields, including those deriving from in the Millennium Declaration. In particular, technical cooperation services will be provided to the countries of the region to follow up on the plans of action adopted by
the United Nations international conferences and summits in the social
sphere.

18.42. The subprogramme will place emphasis on the following
thematic issues:

(a) the implementation of social protection systems with a
rights, gender and equality based approach, promoting broadening
access, integral solidarity frameworks, aiming at a progressive impact
on welfare and productive inclusion among different societal groups
mainly focusing on the poor and vulnerable, women, youth, children
and people with disabilities;

(b) reforms of educational systems pointing towards
progressive equality in attainments and learning among children and
youngsters from different socio-economic, territorial and ethnic origin,
with an overall goal of efficiently tackling the intergenerational
reproduction of poverty and inequality;

(c) the efficient use of public resources and information and
communication technologies (ICTs) to implement broad-based social
policies, with emphasis on capacity development, health services,
women empowerment and employability of family members of
working age, aiming at reducing learning, health, labor and
productivity gaps;
(d) social institution-building to guide public and private efforts to cut off the intra- and intergenerational transmission of poverty and inequality, and to harmonize the role of the State, the market and the families in articulating paid and non-paid work, as well as diverse social services;

(e) the promotion of new social approaches and development of comprehensive programmes to support progress for all societal groups, with special emphasis on women, children, youth, ethnic minorities and people with disabilities;

(f) the promotion of social covenants which provide political legitimacy and feasibility to carry out the reforms and policies mentioned in the former points.

18.43. The strategy will consist in developing applied research, generating analyses, disseminating results and formulating policy recommendations to strengthen the capacity of stakeholders to make sound diagnoses of social issues for application in policies and programmes. Another important element of the strategy will be to strengthen the existing networks to generate, update and disseminate relevant information and facilitate the exchange of experiences and good practices among policymakers, scholars and other stakeholders. The main beneficiaries of the subprogramme will be government
authorities and officials of the countries of the region, especially those concerned with the formulation, implementation and management of social policies, programmes and projects as well as regional and subregional organizations; universities and other academic institutions; research centres; and non-governmental organizations.

18.44. The subprogramme will also serve as a forum and catalyst for policy dialogue in relation to the regional agenda for poverty eradication, social protection systems with a human rights and gender approach, and reduction of inequalities. Member States will benefit from increased visibility of the subprogramme’s work through the continuous updating and development of the Commission’s website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

18.45. Lastly, the subprogramme’s work and achievements will be broadly shared with its beneficiaries through the continuous updating and development of the Commission’s website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.
Subprogramme 6

Mainstreaming the gender perspective in regional development

Objective of the Organization: To achieve the mainstreaming of a gender perspective into sustainable and inclusive development strategies of the Latin American and Caribbean countries

Expected accomplishments of the Secretariat

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<tr>
<th>Secretariat</th>
<th>Indicators of achievement</th>
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<tbody>
<tr>
<td>(a) Strengthened capacity of countries in the region to implement gender</td>
<td>(a) (i) Increased number of policy actions in priority areas comprised</td>
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<tr>
<td>equality policies in line with international agreements on women’s</td>
<td>in the Gender Equality Observatory for Latin America and the</td>
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<tr>
<td>human rights</td>
<td>Caribbean in line with international agreements on women’s human</td>
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<tr>
<td></td>
<td>rights.</td>
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<tr>
<td>(b) Strengthened capacity of countries in the region to implement the</td>
<td>(b) (i) Increased number of policy actions adopted by the</td>
</tr>
<tr>
<td>agreements of the twelfth session of the Regional Conference on Women</td>
<td>countries of the region in response to the agreements of the twelfth</td>
</tr>
<tr>
<td>in Latin America and the Caribbean, especially in relation to economic</td>
<td>session of the Regional Conference on Women in Latin America and the</td>
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empowerment of women, recognition of women’s unpaid work and women’s participation in the information society.

Caribbean especially in relation to economic empowerment of women, recognition of women’s unpaid work and women's participation in the information society

(ii) Increased number of policy actions that utilize or have resulted from the application of time-use measurements or indicators proposed by ECLAC, particularly on the promotion of women’s economic empowerment.
(iii) Increased number of stakeholders reporting having benefited from technical cooperation from ECLAC, and from participating in horizontal south-south technical cooperation facilitated by ECLAC, to support the implementation of the agreements from the twelfth Regional Conference on Women in Latin America and the Caribbean especially in relation to economic empowerment of women, recognition of women's unpaid work and women's participation in the information society.

Strategy

18.46. The Division for Gender Affairs will be responsible for the implementation of the subprogramme. In light of the interdisciplinary nature of mainstreaming the gender perspective in regional
development, the subprogramme will work in close coordination with and provide support to ECLAC divisions, subregional and national offices as requested, as part of the implementation of the Commission's gender mainstreaming strategy. This implies incorporating the gender perspective into the different programmes of work of the organization. The objectives will be pursued within the framework of the internationally agreed instruments and mandates.

18.47. The subprogramme will support the activities of member States of the Regional Conference on Women in Latin America and the Caribbean and of the Presiding Officers of the Conference in their efforts to generate new knowledge on gender indicators and statistics, and contribute to strengthening the countries' capacities for developing and collecting gender statistics to inform decision-making, in particular with regard to women's economic empowerment. It will also support Governments in building evidence-based policies for gender equality.

18.48. Under the subprogramme, the Division will collaborate with the countries of the region to develop strategies for mainstreaming the gender perspective in national policies, including their formulation, implementation and monitoring, using statistics and gender indicators.
18.49. In particular, the subprogramme will seek to strengthen relations between producers and users of gender statistics through increased knowledge-sharing to shed light on the nature of current regional problems. Research findings and indicators will be used to construct public policies for the economic empowerment of women.

18.50. Lastly, member States will benefit from the use of the Gender Equality Observatory for Latin America and the Caribbean and from the wide dissemination of the subprogramme’s main publications and findings among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

Subprogramme 7

Population and development

**Objective of the Organization:** To improve the integration of population issues into development policies and programmes in the countries of Latin America and the Caribbean

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<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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</table>

46
(a) Increased capacity of Latin American and Caribbean stakeholders concerned with population and development issues to monitor population trends and address population and development issues for use in socio-demographic policies and programmes.

(ii) Increased percentage of participants in seminars, workshops, training courses or technical cooperation activities acknowledging having benefited from ECLAC technical cooperation services in the area of monitoring population trends and tackling population and development issues for use in socio-demographic policies and programmes.
(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development and other international agreements related to those issues.

(b) Increased number of new or additional actions taken by Latin American and Caribbean countries to monitor and implement the goals and recommendations of main international agreements related to the field of population and development.

Strategy

18.51. The Latin American and Caribbean Demographic Centre (CELADE) – Population Division of ECLAC will be responsible for the implementation of the subprogramme. It will work in close collaboration with other ECLAC divisions, in particular the Social Development Division (providing inputs and drafting allotted sections of the flagship publication Social Panorama); the Division for Gender Affairs (providing inputs for the Gender Observatory and carrying out joint studies); the Statistics Division (supporting the Statistical Conference of the Americas, liaising for the maintenance of relevant
information on the CEPALSTAT website and carrying out joint studies with the social statistics section); the Division for Sustainable Development and Human Settlements (providing inputs for studies and publications on human settlements and the linkages between population issues and sustainable development) and the subregional office in Port of Spain (supporting population activities in the Caribbean, particularly those related to census taking, REDATAM development, ageing and international migration).

18.52. Its strategy will be:

(a) to continue to serve as technical secretariat for the Ad Hoc Committee on Population and Development;

(b) to provide training on demography and population studies to technical staff in national institutions in order to enhance countries’ capacity to monitor population trends and tackle population and development issues; and

(c) to provide support to the countries of the region in the follow up to the Programme of Action of the International Conference on Population and Development (ICPD), in fulfilment of the Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, and in monitoring the goals and objectives deriving from the Millennium Declaration and
other relevant international conference outcomes related to population issues.

18.53. In order to help the region to tackle these challenges, specialized advisory and technical cooperation services will be provided, and workshops and seminars will be held to facilitate horizontal cooperation, networking and sharing of successful experiences in the design of intervention activities tailored to the individual needs of each country. In addition, applied research and analysis including recommendations on how to reduce inequalities will be developed and disseminated through publications serving as reference material for countries. Information and communication technologies (ICT) will be used to disseminate sociodemographic data widely in order to make the subprogramme’s products available as a public good.

18.54. The main users of the outputs will be government authorities and officials and national statistical offices of the countries of the region, particularly those working on population-related issues in the ministries of planning, social programming, health, education, gender and housing. Other users will include public, private and civil society entities responsible for the design and management of programmes, policies and projects at the national and local levels in various
population-related areas, and universities and other academic institutions concerned.

18.55. The subprogramme will work closely in coordination with the Population and Statistics Divisions of the Department of Economic and Social Affairs (DESA) of the United Nations and the other entities of the Executive Committee on Economic and Social Affairs that participate in the population cluster, and with specialized bodies such as United Nations Population Fund (UNFPA), Pan-American Health Organization (PAHO)/World Health Organization (WHO), United Nations Children’s Fund (UNICEF), International Labour Organization (ILO), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Food and Agriculture Organization of the United Nations (FAO), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Development Programme (UNDP), United Nations Human Settlements Programme (UN-Habitat), and with intergovernmental organizations such as the Organization of American States (OAS), the International Organization for Migration (IOM), World Bank, the Ibero-American Youth Organization, Inter-American Development Bank (IDB) and Ibero-American Secretariat (SEGIB). Part of the inter-institutional collaboration will focus on sharing, refining and harmonizing methodologies for population estimates and projections,
as well as child mortality and maternal mortality estimations. CELADE will continue to be the lead entity in Latin America and the Caribbean in the inter-agency working group on international migration.

18.56. Finally, the subprogramme’s work and achievements will be broadly shared with its beneficiaries through the continuous provision of socio-demographic data as a regional public good by means of updating and development of the CELADE website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.

Subprogramme 8
Sustainable development and human settlements

| Objective of the Organization: To improve the integration of environmental and urban management issues into economic, social and land-use policies in the framework of sustainable development and climate change |
| Expected accomplishments of the Secretariat | Indicators of achievement |

52
(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria in development policies and measures, including human settlements policies.

(b) Enhanced capacity of the Governments of the region and other stakeholders to follow up and make progress in the implementation of international agreements relating to sustainable development and to urban development.

(a) (i) Increased number of policies and measures adopted by countries of the region integrating sustainability criteria, in line with ECLAC recommendations.

(ii) Increased number of stakeholders acknowledging that they benefited from ECLAC technical cooperation services on sustainable development and human settlements issues.

(b) Increased number of Governments of the region and other stakeholders that follow up and make progress in the implementation of international agreements relating to sustainable development including urban development, in line with ECLAC recommendations.
(c) Increased capacity of Latin American and Caribbean countries to implement adaptation and mitigation measures to climate change, particularly through investment and fiscal policies

(c) (i) Increased number of policies and measures explored or adopted by countries in the region in line with ECLAC recommendations on climate change mitigation, adaptation and risk reduction

(ii) Percentage of readers acknowledging that they benefited from the analysis and policy recommendations on climate change adaptation, mitigation and risk reduction contained in selected publications of the subprogramme.

Strategy

18.57. The Sustainable Development and Human Settlements Division will be responsible for the implementation of the subprogramme and will work in close coordination with other ECLAC divisions and offices in order to mainstream the comprehensive approach to sustainable development in the work programme of the Commission,
in particular with respect to climate change and Goal 7 of the Millennium Development Goals. Regarding interdivisional cooperation, the many linkages and joint activities with other ECLAC divisions include fiscal policy with the Economic Development Division and the Latin American and Caribbean Institute for Economic and Social Planning (ILPES); low-carbon economies (including urban transport and energy) with the Natural Resources and Infrastructure Division; and climate change linked to land-use change, deforestation and food security with the Division of Production, Productivity and Management. In the framework of the new gender mainstreaming strategy of ECLAC, new low-carbon economic activities such as those linked to the care economy will be explored with the Division for Gender Affairs; and carbon footprint issues with the International Trade and Integration Division. Cooperation with ECLAC subregional and national offices will mainly focus on climate change issues, such as the economics of climate change and risk reduction.

18.58. Key milestones in the process at the political and institutional levels will be the Regional Implementation Forum on Sustainable Development in the region, to be jointly organized by ECLAC and the Commission on Sustainable Development, or the equivalent forum based on the institutional reforms to be agreed upon at the United Nations Conference on Sustainable Development (Rio+20); the
process of the United Nations Framework Convention on Climate Change (UNFCCC); and the follow-up of the agreements of the regional plan of action of the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean (MINURVI) and the Forum of Ministers of the Environment of Latin America and the Caribbean.

18.59. At the operational level, lines of work will reflect synergies between different types of activities, namely the preparation of national case studies, the provision of technical assistance and training courses, the organization of regional and subregional discussion forums, and the promotion of political dialogues at the country level. The scope of the subprogramme will encompass the integration of public policies and institution-building for environmental management, including urban and land-use issues. Climate change will serve as the pivotal element of the subprogramme around which most of the activities will be structured. Lastly, the efficient execution of the subprogramme will require a relatively high degree of flexibility for addressing the changing environment in which activities take place.

18.60. The main beneficiaries of the subprogramme will be the decision-making authorities responsible for sustainable development and those responsible for human settlements. Economic and sectoral
authorities are an important target group for mainstreaming sustainable development and climate change issues into areas that extend beyond environmental institutions. Other beneficiaries include regional and subregional organizations, universities, academic research centres, and business sectors and non-governmental organizations with an interest in the aforementioned areas. The strategy will also include creating networks with a wide range of stakeholders in the environmental sphere and the economic and social sectors relating to climate change, including government institutions, civil society organizations, private-sector representatives and relevant sectoral bodies.

18.61. In implementing the subprogramme, the Division will continue to hold consultations and undertake joint actions with the specialized agencies, programmes and funds of the United Nations system, including the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat), as well as with regional and subregional development banks that deal with environmental issues. These linkages will guarantee coordination with United Nations bodies and joint actions.

18.62. Lastly, member States will benefit from increased visibility of the subprogramme’s work through the continuous updating and
development of the Commission’s website and databases, and wide
dissemination of its main publications and findings among
policymakers, academics and other stakeholders both within and
outside the region at international events and key forums.

Subprogramme 9

Natural resources and infrastructure

Objective of the Organization: To foster competitiveness and socioeconomic
development through the sustainable management of natural resources and
infrastructure services in Latin American and Caribbean countries

| Expected accomplishments of the Secretariat | Indicators of achievement |
(a) Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services

(a) (i) Increased number of new policy measures adopted by countries of the region in the areas of sustainable management of natural resources and the provision of public utilities and infrastructure services in line with ECLAC recommendations

(ii) Increased number of stakeholders acknowledging that they benefited from ECLAC technical cooperation services to improve their work in the area of sustainable management of natural resources and the provision of public utilities and infrastructure services.
(b) Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on sustainable management of natural resources and the provision of public utilities and infrastructure services

(b) Increased number of public, academic, regional and business institutions taking action to harmonize or coordinate policies for management of natural resources and/or the provision of public utilities and infrastructure services in line with ECLAC recommendations.

**Strategy**

18.63. The Natural Resources and Infrastructure Division will be responsible for implementing this subprogramme, in close coordination with other ECLAC divisions and subregional and national offices, in particular the Division of International Trade and Integration, the Financing for Development Division, the Sustainable Development and Human Settlements Division, the Division of Production, Productivity and Management and the subregional headquarters in Mexico. In particular, the Natural Resources and Infrastructure Division will cooperate with the Division of International Trade and Integration on issues concerning obstacles to
international transport and trade logistics affecting transport and trade facilitation, and with the Financing for Development Division on studies for closing the infrastructural gap in the region.

18.64. With the Sustainable Development and Human Settlements Division, the Natural Resources and Infrastructure Division joint work will be undertaken in the discussion and preparation of studies and events regarding low-carbon economies and climate change impact assessment in the countries of the region. The work of the subprogramme will also involve coordinating with the Division for Gender Affairs to gradually include a gender perspective building on existing efforts.

18.65. The strategy will include providing stakeholders of the region with analytical studies and systematized information and data on regulation and management of natural resources and the provision of public utility and infrastructure services in the context of the Millennium Development Goals.

18.66. Priority will be given to the provision of technical assistance services to countries, at their request, in the spheres of regulation and management of mineral resources, energy and water resources, with particular emphasis on the economic and social impacts of climate change, environmental and energy sustainability, and regulation of
public utility and infrastructure services delivery. Support will be given to discussion forums to disseminate new policy options and the functioning of knowledge networks for sharing good practices and lessons learned. The subprogramme will also include training activities for decision makers, public officials and experts in the above-mentioned areas.

18.67. The main users of this subprogramme will be government authorities and officials of countries in the region, especially those concerned with management for the sustainable development of natural resources, energy issues, infrastructure, and transport services. Other users will include regional and subregional organizations, universities, academic research centres, and technical and professional, labour and business organizations. Under the subprogramme, the Division will continue to consult and work in close collaboration with United Nations specialized agencies, programmes and funds which participate in the Commission on Sustainable Development and other organizations concerned with the areas of mining, energy and water resources, including: the Latin American Energy Organization (OLADE), the Latin American Organization for mining (OLAMI), the Latin American Parliament (PARLATINO), the Union of South American Nations (UNASUR), the Southern Common Market (MERCOSUR), the Initiative for the Regional Integration of
the Infrastructure in South America (IIRSA), the Committee on Ports of the Organization of American States (OAS), the International Association of Maritime Economists (IAME), the Central American Commission on Maritime Transport (COCATRAM), and bilateral and multilateral organizations such as the World Bank, the Inter-American Development Bank (IDB), the Andean Development Corporation and the Fund for the Plata Watershed (Fonplata), the Water Regulators' Association of the Americas (ADERASA), the Caribbean Community (CARICOM) and the Mesoamérica Project (formerly known as the Puebla-Panamá Plan), among others.

18.68. Lastly, the Division will ensure broad visibility of its work and major achievements through the continuous updating and development of its website and databases, wide dissemination of its main publications and findings in international events and relevant conferences, as well as participation in key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.
Subprogramme 10

Planning of public administration

**Objective of the Organization:** To improve public sector management in the countries of the region with regard to economic and social planning, budgeting and local development strategies

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<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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(a) Strengthened capacity of Latin American and Caribbean countries to adopt new approaches and address emerging issues regarding development planning at the national and sub-national levels, results-based budgeting and public administration.

(a) (i) Increased number of public agencies and other public entities in the region (at the national or subnational levels) receiving technical cooperation services that have considered policies and measures in line with ECLAC recommendations in the areas of development planning, budgeting and public administration.

(ii) Increased number of participants acknowledging that they have benefited from the training activities of the subprogramme to improve their work in development planning, public administration and budgeting.

(iii) Percentage of users acknowledging that they have benefited from the analysis and policy recommendations contained
in Public Management and Development in Latin America and the Caribbean and other selected publications of the subprogramme.

(b) Enhanced coordination, sharing of best practices and benchmarking among stakeholders and Governments in the region at the national and sub-national levels regarding public management of development strategies with emphasis on planning, budgeting and evaluation

(b) (i) Increased number of public agencies and other key stakeholders in the region (at national or sub-national levels) participating in networks and seminars organized by the sub-programme in which ECLAC recommendations on development planning, budgeting, and public administration are disseminated.

(ii) Increased percentage of participants in fora organized by the sub-programme who acknowledge having benefited from its activities and recommendations to improve their work in development planning, fiscal management and public
administration at both the national
and sub-national levels of
government.

Strategy
18.69. Responsibility for the implementation of the subprogramme
rests with the Latin American and Caribbean Institute for Economic
and Social Planning (ILPES), which acts as the Commission’s training
centre. Consequently, ILPES will work in close coordination with
other ECLAC divisions, subregional and national offices, considering
the reduction of inequalities in its various dimensions in the region as
a guiding, articulating principle. The subprogramme will coordinate
with the Division for Gender Affairs to include a gender perspective in
its work, particularly in development policies, building on existing
advances.

18.70. The strategy to be followed will consider emerging demands
from member countries and will take special account of the relevant
provisions of the internationally agreed development goals, including
those set forth in the outcomes of the major United Nations
conferences and summits in the economic and social fields and those
deriving from the Millennium Declaration and the 2005 World Summit Outcome.

18.71. The activities to be implemented by ILPES will include comprehensive training and technical cooperation services to Governments and other relevant stakeholders, applied research, and the development of knowledge networks among stakeholders, particularly those relating to public-sector performance in the region. ILPES will undertake significant new initiatives in order to consolidate its position as the principal training centre in planning and public management in the region. Training beneficiaries and networks membership will increase as a result of a more extensive use of e-learning techniques and technology. In addition, the subprogramme will provide policy advice and proposals in development strategies and public sector economics; foster improved performance of public policies, programmes and projects; and strengthen and capitalize knowledge networks in these substantive areas.

18.72. The subprogramme will continue to promote and support the setting up of new instruments for budgetary policymaking and evaluation, and will disseminate sound results-based management practices in order to incorporate them into the public-policy cycle. The Institute will continue to provide technical cooperation services to countries of the region on relevant issues and to promote the exchange
of experiences and South-South cooperation. Similarly, ILPES will provide advisory services to local governments with regard to their development strategies and training needs for their officials, and will promote horizontal cooperation and exchange at the subnational level. Technological and pedagogical innovations will also be introduced to improve the quality of training and students' access to instruction materials and information on the network. The extended use of the e-learning platform will strengthen ILPES capacities to broaden the training and will further collaboration with other ECLAC divisions.

18.73. The main beneficiaries of the subprogramme are policymakers, officials and practitioners from public authorities of the countries of the region, especially those concerned with planning and fiscal management functions within government at both national and subnational levels. The outputs of the subprogramme will also be used by civil society institutions and business and professional organizations, as well as universities and other academic and research institutions. Efforts will also be made to develop and strengthen key partnerships with relevant multilateral development agencies in the region.

18.74. Lastly, member States will benefit from increased visibility of the subprogramme's work through the continuous updating and development of the Commission's website and databases, and wide
dissemination of its main publications and findings among policymakers, academics and other stakeholders both within and outside the region at international events and key forums. A new scheme to follow up and evaluate the impact of ILPES training will be operative in the biennium.

Subprogramme 11

Statistics

Objective of the Organization: To improve the production, dissemination and use of quality and timely statistics for evidenced-based decision-making in the economic, social and environmental fields in the region

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<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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(a) Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas.

(b) Increased technical capacity of Latin American and Caribbean countries to monitor economic, social and environmental trends and to formulate evidence-based policies.

(a) (i) Increased percentage of compliance by countries of the region with the 1993 and 2008 System of National Accounts and incorporated satellite accounts, in accordance with international recommendations and their own requirements, after receiving relevant technical support from ECLAC.

(ii) Increased number of guidelines or recommendations developed by the working groups of the Statistical Conference of the Americas, with the support of ECLAC.

(b) (i) Increased number of actions taken by countries to implement ECLAC recommendations to monitor economic, social and environmental trends.
(ii) Increased number of downloads from the Statistical Yearbook and CEPALSTAT, the ECLAC consolidated online repository of economic, social and environmental databases in the region.

(iii) Percentage of users that acknowledge benefiting from the information contained in CEPALSTAT

Strategy

18.75. The Statistics and Economic Projections Division will be responsible for the implementation of the subprogramme. Given the interdisciplinary nature of statistics, the Statistics and Economic Projections Division will work in close collaboration with all other ECLAC offices and divisions.

18.76. The strategy for reaching the established objective will be based on three main lines of activities. The first is the promotion of
best practices and the dissemination and use of internationally comparable methodologies. Seminars, courses and meetings will be organized and technical documentation will be prepared and disseminated. Secondly, the subprogramme will provide specialized advisory and technical cooperation services to strengthen the countries' technical and institutional capacities in the statistical field. Meetings and seminars will be organized to facilitate the sharing of experiences and promote horizontal cooperation. Support will also be given for the development of networks to strengthen the harmonization and coordination of statistical data and initiatives among countries. Lastly, the subprogramme includes the conduct of activities aimed at increasing the methodological development and awareness of statistics in the region and at promoting initiatives leading to the development of region-specific indicators. The main direct beneficiaries of the subprogramme will be national statistics institutions, central banks and specialized governmental agencies in Latin American and Caribbean countries. Moreover, it is expected that the subprogramme will reach a broader audience in the private sector, academia and civil society.

18.77. Two important features of the subprogramme strategy should be stressed. On the one hand, the activities will be carried out in close coordination with the Statistical Conference of the Americas of
ECLAC. The subprogramme activities reflect the thematic priorities identified by the Conference, as it considers national accounts, economic and environmental statistics, the Millennium Development Goal indicators and social indicators. Each area includes conventional statistical development activities as well as new methodologies demanded by Governments and civil society for addressing emerging issues. The activities of the subprogramme will be coordinated and harmonized with those of the Conference’s working groups. The subprogramme will act as coordinator of statistical activities at the regional and global levels, including joint activities with the Department of Economic and Social Affairs. Collaboration with other international agencies, including the International Labour Organization (ILO), International Monetary Fund (IMF), World Trade Organization (WTO), and Pan-American Health Organization (PAHO), as well as international expert groups, such as the Intersecretariat Working Group on National Accounts (ISWGNA), and other regional commissions is also envisaged. Furthermore, by actively participating in global events (especially, but not limited to, the United Nations Statistical Commission), the Division will convey the experience, special features and positions of the region to global forums.

18.78. The subprogramme also involves placing the pool of statistical and methodological information at the disposal of a wide range of
stakeholders: government agencies of Latin America and the Caribbean, as well as business and labour organizations, technical and professional institutions with links to productive sectors, universities, research centres, regional and subregional integration bodies and other public or private entities that require comparable information on the countries of the region. In addition, the subprogramme seeks to disseminate economic, social and environmental data and indicators on a comparable basis and support other ECLAC divisions in the provision and analysis of statistics and data.

18.79. Regarding the joint work with other ECLAC divisions, special attention will be paid to the implementation of gender-sensitive indicators in collaboration with the Division for Gender Affairs; support in the use of economic indicators in collaboration with the Economic Development Division; provision of data from household surveys and other social indicators to the Social Development Division; development of a broader range of statistical information on Caribbean countries in collaboration with the ECLAC office in the Caribbean; development of environmental indicators in collaboration with the Sustainable Development and Natural Resources Division; and the provision of relevant information to monitor the region's progress towards achievement of the Millennium Development Goals.
18.80. Emphasis will also be placed on promoting the adoption of the new recommendations relating to the System of National Accounts in the region; improving basic economic statistics; facilitating the participation of countries in the International Comparison Programme; enhancing the systematization of environmental statistics; and developing poverty and social cohesion indicators.

18.81. Lastly, member States will benefit from increased visibility of the subprogramme’s work through the continuous updating and development of the Commission’s website and its online economic, social and environmental statistics and indicators database, CEPALSTAT. The Commission’s main publications and findings will also be widely disseminated among policymakers, academics and other stakeholders both within and outside the region at international events and key forums.
Subprogramme 12

Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

**Objective of the Organization:** To achieve dynamic growth and sustainable, inclusive and equitable development within a robust and democratic institutional framework and to fulfil the internationally agreed development goals, including those set forth in the Millennium Declaration

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<th>Expected accomplishments of the Secretariat</th>
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(a) Strengthened institutional capacity
of the countries in the subregion to
address economic and social issues
particularly regarding equality and
poverty reduction

(a) (i) Increased number of
governmental, private sector and
academic institutions in the
subregion that formulate policies
and measures in the areas of social
and economic development,
considering ECLAC analysis and
policy recommendations,
particularly regarding equality and
poverty reduction

(ii) Increased number of key
stakeholders acknowledging that
they have benefited from ECLAC
outputs and services for economic
and social policy making,
particularly regarding equality and
poverty reduction.

(b) Increased technical capacities of
the countries in the subregion to
design and evaluate policies and
measures in the areas of economic

(b) (i) Increased number of
institutions in the subregion that
formulate policies and measures for
economic development and
development and structural change, structural change, trade and trade and integration, and sustainable integration, and sustainable development, including energy, development, including energy, agriculture and climate change agriculture and climate change, considering ECLAC analysis and considering ECLAC analysis and policy recommendations.
policy recommendations.

(ii) Increased number of key stakeholders acknowledging that they have benefited from ECLAC products and services in the areas of economic development and structural change, trade and integration, and sustainable development, including energy, agriculture and climate change.

Strategy

18.82. This subprogramme, which focuses on the countries of the Central American Isthmus, Cuba, the Dominican Republic, Haiti and Mexico, will be executed by the ECLAC subregional headquarters in
Mexico in close coordination with other ECLAC divisions and offices. The strategy to be followed will take special account of the relevant provisions of internationally agreed development goals, including those deriving from the Millennium Declaration, in particular regarding the eradication of extreme poverty and hunger, the promotion of gender equality and women’s empowerment, ensuring environmental sustainability and building a global partnership for development.

18.83. The subprogramme strategy will consist in continued efforts targeted at strengthening the countries’ capacity to formulate strategies and policies leading to promote subregional and regional cooperation. It will focus on the generation, dissemination and application of innovative and sound approaches to tackling the development challenges of the subregion. The subprogramme will also undertake analytical work and make recommendations of policy options for consideration by member States taking into account their different national contexts. The subprogramme will further strengthen multisectoral and interdisciplinary analysis, the processing and systematization of data for the maintenance and updating of relevant databases, and the development of analytical models with quantitative and qualitative tools. The subregional headquarters will continue to work in close collaboration with national stakeholders and regional
integration institutions in order to strengthen their capacities through the
provision of advisory services, training and internships, and the
organization and promotion of forums to facilitate policy dialogue and
the exchange of best practices and lessons learned.

18.84. The main beneficiaries of this subprogramme will be
government authorities and officials of the countries of the region,
civil society entities and academic and private sector institutions, and
subregional and regional entities, such as those involved in the Central
American integration scheme.

18.85. Emphasis will also be placed on the following areas: Central
American long-term energy development strategy; trade facilitation
within the Dominican Republic — Central America — United States
Free Trade Agreement (CAFTA-DR); promoting the social benefits of
trade; industrial policies, competitiveness and competition policies;
macroeconomic modelling for planning in central banks; extreme
natural phenomena and adaptation to climate change; in-depth country
analysis and technical advice (especially for Haiti).

18.86. Lastly, member States will benefit from increased visibility of
the subprogramme’s work through the continuous updating and
development of the Commission’s website and databases, and wide
dissemination of its main publications and findings among
policymakers, academics and other stakeholders both within and outside the region at international events and key forums.

Subprogramme 13

Subregional activities in the Caribbean

Objective of the Organization: To strengthen the development process in the economic, social and environmental fields in the Caribbean and enhance the subregion's cooperation with Latin America.

<table>
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<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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<tbody>
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<td>(a) Improved capacity of countries in the subregion to address economic, social and environmental development issues.</td>
<td>(a) (i) Increased number of policy measures in the areas of economic, social and environment development formulated or adopted by countries of the subregion in line with ECLAC's analyses and recommendations.</td>
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<td>(ii) Increased number of government institutions, policy</td>
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makers and other stakeholders acknowledging that they benefited from ECLAC’s products and services to promote economic, social and environmental development.

(b) Improved institutional capacity in countries of the subregion to follow-up on the major international agreements in the economic, social and environmental fields.

(b) (i) Increased number of policies, programmes and measures adopted to follow-up on the major international agreements in the economic, social and environmental fields, in line with ECLAC’s analyses and recommendations.

(c) Enhanced regional dialogue, cooperation and collaboration in the Caribbean to address economic, social and environmental development issues.

(c) (i) Increased number of Caribbean institutions and governments actively engaged in regional dialogue and/or cooperation and collaboration mechanisms coordinated by ECLAC.
(ii) Increased number of regional initiatives adopted to promote regional cooperation and integration resulting from ECLAC’s advice.

Strategy

18.87. Responsibility for the implementation of the subprogramme rests with the ECLAC subregional headquarters for the Caribbean, in close coordination with the rest of the ECLAC system. The strategy applied under the subprogramme will focus on continuing to provide technical secretariat services and support to the Caribbean Development and Cooperation Committee (CDCC), as a subsidiary body of ECLAC, in enhancing its relevance and role in guiding its work in the region. The subprogramme’s efforts will also facilitate the active engagement of countries of the subregion in the follow-up to global conferences in terms of monitoring, evaluating and reporting on progress made on internationally agreed development goals, including those deriving from the Millennium Declaration.

18.88. The subprogramme will provide substantive programmatic assistance to support policymaking and action by Caribbean member
States, to enhance their response to a range of development challenges, including pressing economic, social and environmental issues, and to strengthen their resilience to external shocks.

18.89. To this end, the activities conducted under the subprogramme will:

(a) focus on issues regarding financing for development, support for the development of capacity for market diversification, and integration and trade opportunities to facilitate more effective assimilation of the Caribbean economies to the global economy;

(b) facilitate a review of progress achieved on the implementation of the Millennium Development Goals, the Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and other important platforms for action;

(c) support member States in the application of technology and innovation through knowledge management to enhance the development process;

(d) support the enhancement of statistical capacity for more effective evidence-based policymaking in the Caribbean.

18.90. In order to achieve this, the ECLAC subregional headquarters will continue to undertake research and analysis of emerging issues
and challenges facing the Caribbean subregion with a view to facilitating the search for appropriate policy solutions. Specialized advisory and technical cooperation services will also be provided and workshops and seminars organized. These will strengthen capacity for national responses, while promoting regional collaboration and coordination among all stakeholders and facilitating horizontal cooperation, networking and the sharing of experiences.

18.91. The main users of the outputs of the subprogramme will be the representatives of government of member States and technical staff from public institutions in the Caribbean subregion. Other users will include public, private and civil society bodies responsible for the design and implementation of development programmes, policies and projects.

18.92. The subprogramme will work closely with the Caribbean Community (CARICOM) Secretariat, the Caribbean Development Bank (CDB), the Caribbean Community Climate Change Centre (CCCCC), and the Secretariat of the Organization of Eastern Caribbean States (OECS) among others. The subprogramme will provide a more effective interface for member States and the United Nations system by strengthening the Caribbean Development and Cooperation Committee (CDCC) as a regional intergovernmental forum. The subprogramme will strengthen the Committee’s role in
coordinating collaboration within the subregion among the specialized agencies, programmes and funds of the United Nations, in addition to other interested parties, in order to ensure enhanced efficiency and effectiveness of the delivery of services and development support to the subregion. Collaboration with other bilateral and multilateral cooperation partners will also be enhanced to provide additional resources to the subprogramme to strengthen the implementation of its programme of work and maximize its impact in beneficiary countries.

18.93. Lastly, the subprogramme will seek to ensure improved visibility of its work and major achievements through a dynamic programme of outreach, including more active engagement with the member States, continuous updating and development of its website and databases, wide dissemination of its main publications and findings in international events and relevant conferences, as well as participation in key forums involving relevant policymakers, academia and other stakeholders both within and outside the region.
Legislative mandates

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