

**Sixty-ninth session**

Item 134 of the preliminary list*

Programme planning**Programme performance report of the United Nations
for the biennium 2012-2013****Report of the Secretary-General***Summary*

The present report on the programme performance of the United Nations Secretariat for the biennium 2012-2013 is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation ([ST/SGB/2000/8](#)).

The report includes information on the results achieved by the Organization during the biennium in terms of expected accomplishments and the achievement of outputs, which is the traditional measure of performance. The key results achieved by the Organization under its 10 programme elements give Member States a high-level overview of the Secretariat's performance (see sect. II). The analysis of programme performance in regard to 33,696 mandated and additional outputs (see sect. III) indicates an increase in implementation rates, from 90 to 91 per cent for mandated outputs and from 90 to 92 per cent for all outputs, compared with the previous biennium. The report also includes a detailed recounting of the results obtained by each individual budget section on 876 expected accomplishments implemented under the 36 sections of the programme budget (see sect. IV). In addition, it contains a brief summary of the main challenges encountered in the implementation of each programme and lessons learned to improve performance.

Combining a results-based analysis with an output-oriented one, the present report provides a comprehensive overview of the major developments and the work performed by the United Nations Secretariat during the biennium 2012-2013.

* [A/69/50](#).



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Section 21 Economic and social development in Latin America and the Caribbean

Highlights of programme results

ECLAC continued to play an important role in identifying emerging issues important to the region. For example, its proposal entitled “Structural change for equality: an integrated approach to development” was the subject of important policy discussions by member States at the thirty-fourth session of the Commission. Important policy reports were provided by the Commission as input for discussions at high-level meetings, including “The outlook for agriculture and rural development in the Americas”, presented at the twenty-second Ibero-American Conference of Heads of State and Government, and “Community of Latin American and Caribbean States-European Union cooperation for development: challenges post-2015”. In addition, ECLAC recommendations addressed to the Central American Integration System resulted in the promotion of regional electricity and energy integration initiatives in Central America. ECLAC efforts with the Caribbean Community (CARICOM) and other subregional actors articulated a Caribbean position on population, migration and development issues. ECLAC established, by its resolution 670 (XXXIV), the Regional Conference on Population and Development in Latin America and the Caribbean and, by its resolution 672 (XXXIV), the Conference on Science, Innovation and Information and Communications Technologies. ECLAC published more than 250 publications on a wide range of topics, including its six flagship publications, which were downloaded more than 6.8 million times. ECLAC also convened and provided substantive servicing for 10 intergovernmental meetings and organized 88 expert group meetings and more than 66 training courses, workshops and seminars, attended by 4,000 participants.

Challenges and lessons learned

The world crisis experienced over the past decade has shed light on the structural deficits hampering the development of the countries of Latin America and the Caribbean and raised questions about their ability to address the challenges of implementing a long-term sustainable development agenda. The Commission will continue to prepare substantive research, provide technical assistance and serve as a regional forum and facilitator in building regional consensus. Some of the areas that will be emphasized on the basis of lessons learned during the biennium 2012-2013 include: utilizing multidimensional approaches to poverty and welfare, working to enhance the region’s institutional structures and its capacity for innovation, and strengthening the region’s capacity to generate economic and social data.

Output implementation rate

556. The above-cited results are based on the implementation of 96 per cent of 528 mandated, quantifiable outputs.

557. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 ([A/66/6 \(Sect. 21\)](#)).

Executive direction and management

(a) Programme of work is effectively managed

558. During the biennium, ECLAC effectively managed its work programme: 97 per cent of the total outputs were implemented, with only 3 per cent postponed or terminated. More than 80 per cent of the postponed outputs were publications in the editing or design phase that will be published early in 2014. Furthermore, 63 outputs in addition to those planned in the biennium were implemented, in response to the requests of member States, and 99.6 per cent of the allotment for the biennium was spent.

(b) Increased timeliness of submission of documentation for intergovernmental meetings

559. All intergovernmental documentation was issued and published six weeks in advance of the meetings, in accordance with mandates from the General Assembly, including the main substantive document presented at the thirty-fourth session of the Commission, entitled “Structural change for equality: an integrated approach to development”; the proposed strategic framework of ECLAC for 2014-2015; the proposed programme budget of ECLAC for 2014-2015; the report on the activities of the Commission for the biennium 2010-2011; and the report on South-South cooperation for the biennium 2010-2011.

(c) Identification of emerging issues relevant to the region’s development agenda

560. ECLAC raised emerging issues relevant to the region’s development agenda on many occasions, including: the thirty-fourth session of the Commission, at which the proposal entitled “Structural change for equality: an integrated approach to development” resulted in a mandate for ECLAC on the subject; the twelfth session of the Regional Conference on Women in Latin America and the Caribbean, which considered the report entitled “Women in the digital economy: breaking through the equality threshold”; the Fourth Ministerial Conference on the Information Society in Latin America and the Caribbean, and a ministerial meeting entitled “Innovation and structural change in Latin America and the Caribbean: strategies for inclusive regional development”, at which issues concerning innovation, science and technology and competitiveness and the digital divide were raised; a regional meeting of experts on international migration and the first session of the Regional Conference on Population and Development in Latin America and the Caribbean, at which member States adopted the Montevideo Consensus; and the 14th meeting of the Regional Council for Planning, at which the relevance of evaluation and forward planning for driving structural change with equality were emphasized.

(d) *Enhanced policy coherence in the management of the economic and social activities of the United Nations*

561. Several initiatives were undertaken jointly with the United Nations and regional entities, including a report with FAO and the Inter-American Institute for Cooperation on Agriculture on international food price volatility and the responses of Latin America and the Caribbean, and a report with the United Nations Population Fund (UNFPA) calling for the design of comprehensive social protection systems for youth. In addition, ECLAC held a conference entitled “Sustainable development in Latin America and the Caribbean: follow-up to the United Nations development agenda beyond 2015 and to Rio+20”, and coordinated the preparation of the inter-agency report on that subject. Furthermore, ECLAC, FAO and the International Labour Organization published the second edition of a report on the employment and working conditions of women migrant farm workers that described the relationship between the employment status of women and rural poverty and the precarious conditions existing in temporary work.

(f) *Enhanced public knowledge of the role of ECLAC in the promotion of the economic and social development of Latin America and the Caribbean through public information activities*

562. During the biennium, there was wide coverage by national, regional and international media outlets of the launch of the ECLAC flagship publications. More than 405 journalists attended the Commission’s media events, with a total of 10,911 media clippings covering them. The number of visitors to the ECLAC website also registered significant growth, totalling 17.8 million. The subprogramme organized 505 interviews with the Executive Secretary and other spokespersons and issued 224 press releases in Spanish, 202 in English and 62 in Portuguese. By December 2013, ECLAC reached 68,143 followers through its Twitter account in Spanish and 1,684 in English, as well as 28,254 fans through its Facebook account in Spanish and 1,889 in English; there had been 93,738 views of videos on its YouTube account in Spanish and 3,731 in English; and there had been 325,267 visits to its Flickr account in Spanish and 43,134 in English.

Subprogramme 1

Linkages with the global economy, regional integration and cooperation

(a) *Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional trade flows and value chains by formulating and implementing trade policies and export development strategies*

563. During the biennium, the subprogramme received a request from Colombia for the provision of technical assistance to the Andean Community and an invitation from Chile, as President pro tempore of the Community of Latin American and Caribbean States (CELAC), to contribute to the report entitled “CELAC-European Union cooperation for development: challenges post-2015”. Furthermore, the continuous assistance provided to the Union of South American Nations resulted in four documents promoting intraregional trade. In 2012, the flagship publication *Latin America and the Caribbean in the World Economy 2011-2012* was prepared and the briefing paper pertaining to the 2013 edition was issued. In addition, the subprogramme produced innovative research on trade relations and negotiations between Latin America and the Caribbean and the Asia-Pacific region and organized

more than 18 workshops and seminars on challenges and opportunities for trade relations between the two regions and on the Latin American experience in doing business with China, which were highly valued by policymakers throughout the region.

- (b) *Strengthened capacity of regional stakeholders for assessing the impact and contribution of trade policy on other areas of sustainable development, including on poverty and climate change*

564. During the biennium, the subprogramme continued to be a catalyst for capacity-building for regional stakeholders in relation to their trade policy needs and economic development. Four countries of the region (Colombia, the Dominican Republic, Ecuador and Nicaragua) adopted trade and sustainable development policies in line with ECLAC recommendations. The subprogramme also continued the production of high-quality research, such as the report entitled “Carbon footprint and food exports: a practical guide”, and continued its work with the national exports and investment institutions of the four countries referred to above. The subprogramme assisted countries of the region in preparing their economies to compete in a different economic environment and organized 11 seminars and workshops in Latin America to raise awareness of the need to measure the effects of climate change; the fourth international carbon footprint seminar; and five seminars on climate change and trade.

Subprogramme 2 Production and innovation

- (a) *Strengthened capacity of Latin American and Caribbean Governments to formulate policies and strategies to enhance the competitiveness of their production structures*

565. During the biennium, countries in the region relied increasingly on the Commission’s work regarding policy formulation in the areas of science, technology and innovation. The subprogramme became the technical secretariat for science, technology and innovation in the region in accordance with mandates from Member States. The subprogramme also provided technical assistance to the Governments of nine countries in the region² in the formulation of strategies for policy on industrial development, agriculture and small and medium-sized enterprises; as well as in information and communications technology. Most notable was the technical assistance provided to Ecuador in changing its productive structure. At least two Governments acknowledged that they had benefited from these technical services, specifically in designing statistical indicators for the use of information and communications technology in enterprises in their respective countries.

- (b) *Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster productivity convergence and innovation*

566. ECLAC work in the areas of foreign direct investment and agriculture continued to serve as a reference for policymakers. Ninety-five per cent of readers of the flagship publication *Foreign Direct Investment in Latin America and the*

² Argentina, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Mexico, Paraguay and Peru.

Caribbean 2012 acknowledged that the publication had been useful in their work, either by informing debate with relevant figures or by providing an analytical framework. In addition, the subprogramme published *The Outlook for Agriculture and Rural Development in the Americas: A Perspective in Latin America and the Caribbean*, in collaboration with FAO and the Inter-American Institute for Cooperation on Agriculture, and *Latin American Economic Outlook* during both years of the biennium. Finally, all the participants in the subprogramme's seminars, workshops or training courses acknowledged that they had benefited from ECLAC technical cooperation services in terms of improving their capacities to foster productivity convergence and innovation.

Subprogramme 3 **Macroeconomic policies and growth**

- (a) *Strengthened capacity of policymakers and other stakeholders in Latin America and the Caribbean to analyse and assess macroeconomic issues in line with long-term growth-enhancing policies*

567. During the biennium, the subprogramme successfully published its four flagship publications, *Economic Survey of Latin America and the Caribbean 2012* (September 2012), *Preliminary Overview of the Economies of Latin America and the Caribbean 2012* (December 2012), *Economic Survey of Latin America and the Caribbean 2013* (July 2013), and *Preliminary Overview of Latin America and the Caribbean 2013* (December 2013), and met its target of 75 per cent of readers who reported having benefited from the analysis and policy recommendations contained in them. The subprogramme produced high-quality research through the publication of 26 papers in the series *Macroeconomics for Development in Latin America and the Caribbean*. In addition, 75 per cent of participants in networks organized by the subprogramme considered the work of the forums and their policy recommendations on macroeconomic issues and long-term growth-enhancing policies to be "useful" or "very useful". Finally, ECLAC held three expert group meetings on taxation and growth with equality; macroeconomic policies for growth and equality; and economic and fiscal short-term indicators in the context of incomplete or uncertain information.

- (b) *Increased capacity of policymakers of Latin America and the Caribbean to formulate and implement macroeconomic policies that aim at reducing economic and social vulnerability*

568. The target of 11 government authorities taking policy actions in line with ECLAC recommendations in the area of macroeconomic policies was reached during the biennium 2012-2013.³ In addition, four institutions considered the analysis and policy options promoted by ECLAC through technical cooperation missions in the formulation of macroeconomic policies, which represents the achievement of the target set by the subprogramme for the biennium. Finally, the subprogramme also implemented several extrabudgetary projects, related to countercyclical fiscal policies, fiscal decentralization, taxation and labour market policies.

³ The term "policy actions" refers to attempts to affect legislation or other public policy actions independently of their implementation or acceptance.

Subprogramme 4

Financing for development

- (a) *Improved capacity of Latin American and Caribbean policymakers to develop countercyclical domestic financial instruments and early warning systems to prevent and mitigate the effects of financial crisis*

569. During the biennium, the subprogramme provided technical assistance to the countries of the Union of South American Nations related to the organization of a regional reserve fund, as a countercyclical instrument to support domestic policies in the area of financing for development. The technical assistance provided comprised the preparation of a report containing recommendations on the design and organization of such a fund and the feasibility, implications and challenges of expanding the Latin American Reserve Fund to five new countries. The 12 countries members of the Union acknowledged the Commission's policy recommendations related to countercyclical financial instruments, including those related to the design of the fund. In 2012, 916 users of databases and selected publications of the subprogramme acknowledged having benefited from ECLAC analysis and policy recommendations on relevant issues with respect to financing for development.

- (b) *Improved capacity of Latin American and Caribbean policymakers to mobilize foreign resources, generate and allocate domestic resources for financing for development in the productive, social and environmental areas*

570. During the biennium, three countries of the region (100 per cent of the target) took steps to improve the capacities of policymakers to mobilize foreign resources and generate and allocate domestic resources in line with ECLAC recommendations. Technical assistance was provided to the Government of Ecuador on issues related to developing banking; to the Latin American Association of Development Financing Institutions in the areas of innovative and inclusive financing and financing for trade; to the Association and the Central American Bank for Economic Integration in areas related to policies and instruments for the financing of production and foreign trade; and to the Government of Cuba to support discussions on policies and instruments relating to microfinance and start-up business financing. Training activities were implemented in Uruguay to increase the capacity of policymakers in the area of social protection.

- (c) *Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to contribute to the debate to reshape the global and regional financial architecture*

571. During the first year of the biennium, the subprogramme worked to develop strategies and strengthen the capacity of the 12 States members of the Union of South American Nations by contributing to the debate to reshape the global and regional financial architecture. An important effort was made to contribute technical inputs on issues related to the payment systems in Latin America. At present, there are three such systems in the region, which have been studied and analysed in order to provide policymakers with instruments for improving them with the objective of devising a payment system to cover the entire Union. Also in relation to regional architecture, activities were carried out to strengthen capacities with respect to the countercyclical role of developing banks, including the provision of assistance to the Latin American Association of Development Financing Institutions and national

monetary authorities in the context of a meeting of the Centre for Latin American Monetary Studies.

Subprogramme 5
Social development and equality

- (a) *Increased capacity of Latin American and Caribbean Governments to formulate policies and programmes that address the structural and emerging social risks affecting various socioeconomic groups, with main attention to the poor, women, youth and children*

572. At the end of the biennium, 11 countries had adopted social protection programmes and policies with a rights-based approach, in line with ECLAC recommendations. This exceeded the target of eight countries by 37.5 per cent. The subprogramme also promoted institutional innovation in the social sector, with emphasis on social impact and evaluation, and worked in areas related to improving dialogue with a view to social covenants and incorporating an equality perspective into social policies. Those contributions were acknowledged by several social policy institutions within national Governments. More recently, the subprogramme has been working in the area of persons with disabilities, bringing increased recognition to ECLAC in that regard. Of particular importance is the flagship publication *Social Panorama of Latin America*; its 2012 edition was devoted mainly to aspects of caregiving, and its 2013 edition included tools for the analysis of income poverty and described fresh approaches to poverty and well-being.

- (b) *Strengthened technical capacities of social policy institutions to improve the social impact of public action and to enhance dialogue with other governmental entities and stakeholders regarding the reduction of poverty and inequality*

573. As of December 2013, a total of 10 policy institutions had benefited from ECLAC assistance aimed at strengthening their technical capacities in the area of social policy. This exceeded the target set for the biennium by 109 per cent. Important advances were made in defining strategic priorities regarding the situation of persons with disabilities, including the preparation of an expert report on the subject. The incorporation of information and communications technology into health and education systems facilitated the alignment of social and economic impact objectives within the framework of the Alliance for the Information Society, phase II. ECLAC, jointly with WFP, developed the cost-of-hunger methodology, which estimates the opportunity cost derived from undernutrition; the methodology has been so successful that it is currently being implemented on the African continent.

Subprogramme 6

Mainstreaming the gender perspective in regional development

- (a) *Progress in implementing gender equality policies in the countries of the region as a follow-up to all internationally agreed development goals in the economic and social fields, including those set forth in the Millennium Declaration, the 2005 World Summit Outcome, the Convention on the Elimination of All Forms of Discrimination against Women and the Review of the Implementation of the Beijing Platform for Action in the ECLAC Region, and the Secretary-General's "UNiTE to End Violence against Women" campaign*

574. During the biennium, 16 countries utilized additional gender indicators proposed by ECLAC, while policies on gender mainstreaming in line with the Commission's recommendations were developed in Argentina, Bolivia (Plurinational State of), Brazil, Costa Rica, El Salvador, Nicaragua and Paraguay. The number of user visits to the website of the Gender Equality Observatory for Latin America and the Caribbean substantially increased in comparison with the beginning of 2010, having reached a total of 590,000 by September 2013. A total of 364 students participated in four online courses: two on gender statistics and indicators, and two on public policies regarding family care and fostering the capacity-building of institutions in the region. The subprogramme continued to strengthen national capacities to produce gender statistics and to strengthen relations between producers and users of gender statistics.

- (b) *Progress achieved by countries of the region in the implementation of the agreements of the eleventh session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to women's participation in decision-making, recognition of women's unpaid work and the eradication of poverty and gender violence*

575. During the biennium, several countries/areas of the region (Argentina, Brazil, Bolivia (Plurinational State of), Chile, Costa Rica, Mexico, Nicaragua, Panama, Paraguay, Uruguay and Curaçao) put in place public policies to implement the agreements reached at the eleventh session of the Regional Conference on Women in Latin America and the Caribbean and to follow up on internationally agreed commitments. The technical assistance provided by the subprogramme to 21 countries was key in this process. The subprogramme also collaborated with other subprogrammes within ECLAC to mainstream gender into the Commission and produce common products benefitting from the work carried out by several subprogrammes.

Subprogramme 7

Population and development

- (a) *Increased capacity of Latin American and Caribbean stakeholders to monitor population trends and tackle population and development issues for use in sociodemographic policies and programmes*

576. The subprogramme's efforts to increase countries' capacity to integrate demographic inputs into socioeconomic policies reached 226 institutions during the biennium. Twenty-three governmental institutions sent officials to participate in the intensive course taught by the Latin American and Caribbean Demographic Centre; 20 national statistical offices used the Centre's publications on census methodology

and applied its expertise to their census analysis (4 of them conducted its population and housing census, benefiting from technical support); 73 institutions based their discussions and agreements on the documents prepared by the Centre during the Third Regional Intergovernmental Conference on Ageing and the first follow-up meeting of the San Jose Charter on the Rights of Older Persons in Latin America and the Caribbean; 39 agencies were trained on the use of census data to study sociodemographic dynamics and on numerous guidelines on ethnic approaches produced by the subprogramme; and 37 agencies used demographic census information generated by the Statistics and Economic Projections Division to produce reports, applications and indicators. The subprogramme website registered more than 5 million downloads.

(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

577. During the biennium, countries of the region carried out 228 new actions, in line with ECLAC recommendations, to achieve and monitor progress towards the fulfilment of the Programme of Action of the International Conference on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing (more than three times the target). Those actions included policies and legislative initiatives, the development and empowerment of national institutions and other measures that benefited from the technical advisory services of the subprogramme. In addition, the subprogramme fostered South-South cooperation and provided advisory services with regard to indigenous peoples, ageing, family care, intergenerational transfers, non-communicable diseases, urbanization and teenage pregnancy.

Subprogramme 8 Sustainable development and human settlements

(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria in development policies and measures, particularly in relation to human settlements and to risk reduction and adaptation to climate change

578. During the biennium, Government officials from at least seven countries in the region increased their capacity to develop and implement policies, programmes and projects on climate change adaptation, sustainable development and urban sustainability by attending workshops, seminars and courses organized by the subprogramme. In addition, the subprogramme's outputs were disseminated through various channels, including the United Nations Conference on Sustainable Development (June 2012), the United Nations Climate Change Conference in Doha (side event on "Adaptation challenges and advances in public policy in the Latin American and Caribbean region, and the experience of El Salvador") and through the website of the Sustainable Development and Human Settlements Division, as well as the website of EUROCLIMA on the socioeconomic impacts of climate change. Web pages on those impacts and on sustainable urban infrastructure were designed; a climate change network was created; and a web viewer for dissemination of the results of studies on the regional impacts of climate change was

developed. The number of downloads of the subprogramme's publications reached almost 600,000.

- (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 such as those deriving from the Millennium Declaration, the United Nations Framework Convention on Climate Change, the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean, the Regional Implementation Meeting and the Commission on Sustainable Development process and enhanced capacity of countries to implement the Rio Declaration on Environment and Development*

579. The subprogramme supported member States in the negotiations on reducing emissions from deforestation and forest degradation in developing countries (REDD-plus) through workshops on technical and political strategies for the implementation of national REDD mechanisms. Technical assistance was provided to 10 countries, which adopted actions in line with ECLAC recommendations. Within the framework of the United Nations Conference on Sustainable Development, representatives from the region signed a Declaration on the application of principle 10 of the Rio Declaration on Environment and Development, requested ECLAC to act as the technical secretariat for the process and adopted a road map for the creation of an instrument on principle 10. Memorandums of understanding were signed with cities for the implementation of guidelines prepared by the subprogramme on low-carbon urban paths and green growth. Finally, the subprogramme continued to support countries in the region in the context of negotiations on the United Nations Framework Convention on Climate Change.

Subprogramme 9 Natural resources and infrastructure

- (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*

580. During the biennium, the subprogramme continued its efforts to strengthen the capacity of countries in the region to formulate and implement public policies and regulatory frameworks on natural resources and infrastructure services. The Government of Ecuador received technical support in the development of its inland shipping regulatory framework and Panama in the preparation of its plan on geothermal development. In addition, technical support was provided to the Plurinational State of Bolivia with respect to energy-efficiency indicators; to Paraguay and Uruguay on energy efficiency; and to El Salvador on a logistics, transport and ports policy framework. Several countries in the region acknowledged having benefited from the subprogramme's technical cooperation services, including Argentina, Chile and Peru, which benefited in the areas of water management, infrastructure services and port management, respectively.

- (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*

581. The subprogramme dedicated its efforts to generating information and providing technical advice to various institutions in the region in relation to the issues of water, energy, transport and infrastructure. As a result, 11 organizations were taking action to harmonize policies for the management of natural resources and/or the provision of public utility and infrastructure services in line with ECLAC recommendations. It is worth highlighting the technical assistance provided to the Latin American Parliament and the subprogramme's contribution to a resolution of the Energy and Mines Commission. The Latin American Parliament acknowledged the sustained contribution of the subprogramme on energy efficiency and in incorporating that topic into the public agendas of the countries in the region. The subprogramme also contributed significantly to the successful development of seminars, summits and workshops.

Subprogramme 10 **Planning of public administration**

- (a) *Strengthened capacity of Latin American and Caribbean countries to adopt new approaches and address emerging issues regarding development planning at both the national and subnational levels, results-based budgeting and public administration*

582. The subprogramme's activities during the biennium in the areas of planning and results-based management resulted in the adoption by nine countries in the region of new policies and measures in line with the recommendations of the Latin American and Caribbean Institute for Economic and Social Planning. One of those technical cooperation projects, implemented in Mexico, included training courses and technical assistance for public officials on results-based budgeting and evaluation. As part of the project, 664 programmes were evaluated and 12 technical assistance workshops were held to improve 48 federal programmes. In addition, more than 250 participants in the subprogramme's courses (90 per cent of the total) stated that the training activities could significantly improve their work in development planning and public management, and 78 per cent of readers of the subprogramme's publications acknowledged that they had benefited from that material. In addition, the subprogramme organized 16 international, 37 national and 14 distance learning/online courses.

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

583. At least 10 institutions acknowledged that the recommendations of the Latin American and Caribbean Institute for Economic and Social Planning in the areas of development planning, budgeting and public administration had helped to enhance their capacity to formulate policies. During the first year of the biennium, the subprogramme organized four high-level seminars that brought together several public agencies, multilateral organizations, international cooperation agencies, universities and other key stakeholders in the region. Furthermore, 89 per cent of

participants in the activities of the subprogramme indicated that they had benefited from the experiences shared as a result of those activities.

Subprogramme 11 Statistics

(a) Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas

584. The consolidation of the Statistical Conference of the Americas as a relevant forum for the countries in the region was one of the main achievements of the subprogramme during the biennium. At least 10 countries made significant progress towards the implementation of the System of National Accounts. Four countries of the region progressed in terms of the estimates of satellite accounts related to non-profit organizations, and 26 (considerably surpassing the goal of 8) established indicators to follow up on the Millennium Development Goals after receiving relevant technical support from ECLAC. Several countries strengthened their commitment to monitoring the post-2015 development agenda. Efforts made in this area were also aimed at reducing the amount of missing information and the number of discrepancies between national and international sources, and improving coordination among the national agencies involved in the production and analysis of Millennium Development Goal indicators.

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

585. Efforts of the subprogramme were focused on producing and disseminating comparable statistical indicators; improving the timeliness and quality of statistical information (including metadata); refining the measurement of income poverty and the analysis of multidimensional poverty measures; and developing water statistics and environmental accounts. The provision of technical assistance helped countries to enhance their household surveys, to develop integrated household survey systems and to improve their measurement of labour and “decent work”. With regard to environmental statistics, one of the main achievements of the subprogramme concerned the development of a proposal for a regional strategy for the implementation of the System of Environmental-Economic Accounting.

Subprogramme 12 Subregional activities in Mexico and Central America

(a) Strengthened capacity of the countries in the subregion to address economic and social issues, particularly regarding equality and poverty eradication

586. During the biennium, the subprogramme continued to work with countries in the subregion on social and economic development, equality and the eradication of poverty. Several countries in the subregion utilized the subprogramme’s analysis in the formulation of their policies: El Salvador (on sustainable economic growth, macroeconomic policies, social protection and the establishment of its Ministry of Human and Social Development), Nicaragua (on science, technology and innovation and on the preparation of a strategic plan for its central bank) and Mexico (on social programmes, structural change and equality, fiscal reform and the protection of

young children). In addition, the Centre for Latin American Monetary Studies, and most central banks in the subregion, adopted the ECLAC macroeconomic model for structural analysis, and 15 stakeholders in the subregion acknowledged having benefited from ECLAC products and services.

(b) Increased technical capacities of the countries in the subregion to design or evaluate policies and measures in the areas of productive development, trade and integration

587. Six institutions utilized the subprogramme's analysis in the formulation of policies regarding productive development and trade and integration, including the Central American Economic Integration Secretariat, the Export and Investment Promotion Agency of El Salvador, the Federal Competition Commission of the Mexican Congress and the Ministries of Economy of El Salvador and Guatemala. Furthermore, 14 stakeholders surveyed acknowledged having benefited from the subprogramme's products and services in the areas of productive development, industrial policy, and trade and integration, including El Salvador, Mexico, and Nicaragua, while Panama benefited from the subprogramme's research into strengthening its integration processes. Guatemala and Nicaragua used the subprogramme's services in the development of their national science and technology plans and Costa Rica in the area of small and medium-sized enterprises. Finally, the subprogramme worked with FAO in the area of price formation for agricultural products.

(c) Increased technical capacities of the countries in the subregion to design or evaluate policies and measures for sustainable development, including energy, agriculture and climate change

588. Twenty-one institutions in the subregion utilized the subprogramme's analysis and recommendations in the formulation of policies and measures for sustainable development, including in the areas of agriculture, energy and climate change. These institutions included the Ministries of Energy and National Energy Commissions of Costa Rica, El Salvador, Guatemala, Honduras and Panama. In addition, the Central American Integration System promoted regional electricity projects and energy integration based on the subprogramme's recommendations, and the Central America Hydrocarbons Cooperation Committee was reactivated. Finally, the chambers of commerce of the Dominican Republic-Central America-United States Free Trade Agreement requested the Governments of the United States to remove barriers to exports of liquefied natural gas, basing their request on studies carried out by the subprogramme.

Subprogramme 13 Subregional activities in the Caribbean

(a) Strengthened capacities of policymakers from countries in the subregion to formulate, implement and monitor measures to overcome development challenges and promote economic diversification and social transformation

589. During the biennium, at least eight stakeholders in the subregion acknowledged that they had benefited from the subprogramme's products and services to promote economic development and social transformation. In Jamaica, the Ministries of Agriculture, Education, Finance, Foreign Affairs, Health, National

Security, Trade and Transport, the Bureau of Women's Affairs and the National Statistical Office strengthened their capacity for gender mainstreaming and the production and collection of reliable gender-disaggregated data as a result of the subprogramme's efforts. Suriname and Aruba accepted the energy policies prepared by the subprogramme and stated their intention to implement them, while Belize, Guyana, and Curaçao accepted the subprogramme's recommendations on energy efficiency and renewable energy technologies. Antigua and Barbuda, Grenada and Saint Lucia used those recommendations to inform their energy strategies.

(b) Enhanced capacity and technical expertise in countries of the subregion to follow up on the major international agreements in the economic, social and environmental fields, including the follow-up to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

590. The subprogramme supported 11 member States in the preparation of national reports on the progress made since the adoption of the Madrid International Plan of Action on Ageing in 2002 and of the Brasilia Declaration in 2007. The Government of Jamaica was incorporating the lessons and recommendations of the subprogramme into its national gender policies. The subprogramme provided technical support to 11 countries in the preparation of their national assessment reports on progress made in achieving the objectives of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States.

(c) Enhanced capacity of Caribbean Governments and institutions to promote intraregional and interregional cooperation and integration

591. The subprogramme engaged in several interventions that fostered intra- and interregional cooperation, including cooperation with the Caribbean Forum of African, Caribbean and Pacific States through the five-year review of the Economic Partnership Agreement and with the Caribbean Community and other organizations in relation to the definition of a post-2015 agenda; and articulated a Caribbean position on population, migration and development issues. In addition, the subprogramme, together with the Caribbean Community Climate Change Centre, analysed the economics of climate change. On the basis of that analysis, the subprogramme and the Planning Institute of Jamaica developed a climate change model to assist member States in assessing the sectoral spillover effects of climate change. Finally, Guyana and Trinidad and Tobago embarked on a joint food security project in accordance with the subprogramme's recommendations, and Trinidad and Tobago and the Organization of Eastern Caribbean States engaged in discussions with a view to, inter alia, rationalizing the air routes of Caribbean airlines and increasing the efficiency of regional transportation.