Proposed strategic framework for the period 2016-2017

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 the economic, social and environmentally sustainable development of Latin America and the Caribbean through international cooperation, by undertaking applied research and comparative analysis of development processes and providing the relevant normative, operational and technical cooperation services 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 Economic and Social Council resolution 106 (VI), 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 and with other regions and countries in the world. In 1996, pursuant to Commission resolution 553 (XXVI), the Commission was instructed, inter alia, to collaborate with Member States in the comprehensive analysis of development processes geared to the design, monitoring and evaluation of public policies and the resulting provision of operational services in the fields of specialized information, advisory services, training and support for regional and international cooperation and coordination.

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 subregional and regional levels, to promote the implementation of the post-2015 development agenda and the resulting internationally agreed sustainable development goals (once approved by the General Assembly) and to facilitate 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, supporting public-policy formulation to meet the development challenges facing the region and promoting and conducting multilateral dialogue, sharing knowledge and networking at the interregional, regional and subregional levels. The Commission will promote intraregional and interregional cooperation through coordinated actions with other regional commissions and collaborate with other regional organizations, particularly with United Nations entities.

18.5 The overall strategy of the Commission for achieving the objectives of the programme is structured around 14 interdependent and complementary subprogrammes, implemented through an integrated and multidisciplinary approach. Special efforts have been made to ensure that the gender mainstreaming strategy of the Commission is reflected throughout the present biennial programme plan. During the biennium, ECLAC will continue to ensure that its gender mainstreaming strategy complements the substantive work of all its divisions and offices with gender objectives and follow-up indicators.

18.6 The main guidelines and overarching orientation for the formulation of the strategic framework for the biennium 2016-2017 were drawn from the internationally agreed development goals stemming from the major United Nations conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration, the 2005 World Summit Outcome, the outcome
document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex), as well as the resulting new set of sustainable development goals deriving from the post-2015 development agenda (once approved by the General Assembly).

18.7 Economic growth in Latin America and the Caribbean between 2003 and 2011 enabled the region to recover from a lacklustre period that began with the debt crisis of the early 1980s. Between 2003 and 2011, following the five-year period from 1998 to 2002 known as the “lost half-decade”, most of the countries of Latin America and the Caribbean experienced their fastest growth since the 1960s, outpacing the global average and the advanced economies. This led to a significant improvement in the living conditions of the population, as reflected in social and labour indicators. Not only was headway made in reducing unemployment, poverty and extreme poverty, but also for the first time in several decades, a sizeable subset of countries in the region achieved positive results in terms of income distribution. This was also a period of relative macroeconomic stability, with growth accompanied by single-digit annual inflation on average, despite the spike in international prices for oil, food and other commodities. Most of the countries in the region were able to take advantage of the favourable external environment, pairing economic growth with fiscal surpluses and falling external debt levels.

18.8 The behaviour of the region’s economies after 2003 can be explained by internal as well as external factors. Within the region, a series of policies were implemented that paved the way for a relatively balanced evolution of the most important macroeconomic variables. On the external front, there was an improvement in the terms of trade for commodity-exporting countries, an increase in foreign direct investment and fluid access to international financing, as well as foreign income from tourism and migrant worker remittances. This combination — not exempt from contradictions and sudden changes, as evidenced during the international crisis of 2008-2009 — helped to prevent or alleviate some of the historical tensions on the external accounts, especially in export-led economies based on natural resources.

18.9 Nonetheless, there were important differences with respect to growth rate and economic performance between the subregions of Latin America and the Caribbean. These are associated with: (a) the varying degrees of global financial integration, which mean different levels of exposure and vulnerability to the liquidity cycles of key countries; (b) exposure to the real cycle of the advanced economies, in particular the United States of America (as in the case of Mexico and the countries of Central America and the Caribbean); (c) the effect of international commodity price movements on the terms of trade; and (d) the different initial conditions, institutional settings and policy measures in place in each economy. These differences led to various behaviours in terms of investment and exports and their capacity to lift the rest of the economy and thus raise gross domestic product (GDP).

18.10 However, the structural hurdles gravitating on the region’s economies and their future performance warrant a degree of caution. The region still carries a legacy that perpetuates inequalities and exclusion mechanisms. Rigid productivity gaps persist and low productivity sectors still have little margins for social mobility (especially for women from lower-income socioeconomic strata). Although fertility rates are falling, which could denote better chances of well-being for families with fewer dependants, society’s reproduction is concentrated in poor households, in particular among
adolescent women from socially vulnerable segments of the population, thereby perpetuating exclusion from one generation to the next. The countries that have benefited from the commodities boom are very susceptible to an eventual deterioration or even reversal in the terms of trade trend. But even if these favourable external conditions were to persist, there are reasons to be concerned about the trends in the production structure, particularly with the reprimarization of export specialization.

18.11 At the same time, a new global geography is beginning to take shape, prompting a rethinking of strategic alliances and according greater weight and importance to South-South relations. This means taking on new development challenges: working towards articulating regional positions and coordinating them with those of other developing regions in order to tackle huge global challenges, such as climate change, that compel the region and the world at large to develop comprehensive strategies for building low-carbon, more energy-efficient economies capable of achieving food, water and climate security and ensuring public safety.

18.12 Some of the major lessons learned from the recent past indicate that the economies of the region ought to maintain macroeconomic prudence, strengthen macroeconomic management, continue to progress towards sustainability in their fiscal and external accounts and reinforce the macroprudential treatment of finance flows and credit. In tandem, they should also maintain the drive of social policy and public investment and base their main policy decisions on the long-term behaviour of economic variables beyond nominal stability.

18.13 In order to face the challenges in the currently changing international economic order, ECLAC has proposed, since 2010, to place equality at the centre of all major policy decisions. Equality refers to spreading capacity-building, technological progress, ample job opportunities and universal access to social protection through the production structure by weaving them into the fabric of society. Quality employment with a rights-based approach is the master key to overcoming inequality, closing gaps and mainstreaming perspectives of gender, ethnic and racial equality. The region should break away from production structures centred on static comparative advantages and seek more dynamic competitive advantages in knowledge-intensive sectors with emphasis on technological progress.

18.14 Technological progress must be spread within the region as a means of diversifying the production structure and creating more quality jobs. In this sense, ECLAC advocates for industrial policies that facilitate the diversification of the economy towards higher value added sectors, which is the aim of structural change. This should be done with a proactive role of the State that stimulates synergies between macroeconomic policies and industrial and social policies. A new equation between State, market and society should be built, with fiscal and social covenants to confer legitimacy on the process. Structural change is based on a long-term political decision, which must be instituted through social covenants that meet the challenges of both continuity and fresh directions within the framework of democratic institutional settings.

18.15 To meet the challenges referred to above, ECLAC will continue to focus the programme of work in the biennium 2016-2017 on the following priorities:

(a) Improving macroeconomic stability and further enhancing policies that reduce vulnerability and mitigate the effects of economic and financial volatility and 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 fiscal and social covenants to improve social equality, reduce social risks and reinforce gender mainstreaming in public policies;

(f) Promoting the implementation of the resulting new set of internationally agreed sustainable development goals (once approved by the General Assembly) and the ensuing strategies and public policies, including policies and programmes on energy efficiency and addressing the impacts of climate change, taking into account the outcome of the United Nations Conference on Sustainable Development;

(g) Strengthening public management to enhance the role of the State in the twenty-first century, particularly through progressive and green fiscal policies;

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

18.16 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 as part of the post-2015 development agenda. 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 interregional levels, including South-South cooperation.

18.17 ECLAC will continue to work on the integrated and comprehensive follow-up to the world summits from a regional perspective, in particular the outcome of the United Nations Conference on Sustainable Development, and in articulating the region’s approach to the post-2015 development agenda (once approved by the General Assembly). 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 the Economic and Social Council and to the General Assembly. The Commission will continue its active participation to foster substantive coordination among all participating entities in the Executive Committee on Economic and Social Affairs.

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

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

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

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

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<th>Expected accomplishments of the Secretariat</th>
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<td>(a) Improved capacity of Latin American and</td>
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Strategy

18.20 Responsibility for implementation of the subprogramme rests with the International Trade and Integration Division, which works in close collaboration with the Commission’s offices in Brasilia and Washington, D.C. Given the cross-cutting nature of the themes of the subprogramme, the Division will collaborate with other ECLAC divisions in implementing this programme of work. The strategy will take special account of the relevant provisions relating to the sustainable development goals and targets, in particular those concerning the empowerment of women, poverty reduction, environmental sustainability (including mitigation of climate change) 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 building their capacity to formulate and implement trade policies and export development strategies. Its analytical studies and recommendations will help stakeholders to face new challenges in international trade, trade negotiations, regional integration and international economic relations.

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

(a) Adjustment of trade policy to the new challenges of the twenty-first century: innovation and technological progress, services, global and regional value chains and internationalization of enterprises, new public and private standards, environmental sustainability and links with new emerging issues such as security, labour markets, poverty and corporate social responsibility;

(b) Negotiation, implementation and administration of trade agreements at the bilateral, regional, plurilateral or multilateral level;

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

(d) South-South trade, investment and cooperation, 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 trade and regional integration in Asia and the rapprochement between the Latin American and Caribbean region and Asia;

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

(g) The characteristics of socially inclusive trade, with emphasis on various national experiences and the proposal of complementary policies that strengthen the contribution of trade and integration to poverty reduction, fairer income distribution and the creation of good quality jobs;

(h) Establishment of public-private partnerships for export development and issues relating to corporate social responsibility;

(i) Training activities to improve policies for the promotion of the foregoing objectives.
18.23 The subprogramme will respond to the needs of stakeholders by providing updated information, analysis and policy recommendations to policymakers in the countries of the region, and 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, IADB, OAS, the United Nations regional commissions, regional development banks, the secretariats of the various regional integration organizations and public, semi-public and private entities with responsibility for trade, integration and sustainable development.

**Subprogramme 2**  
*Production and innovation*

**Objective of the Organization:** To foster structural change, productivity growth and innovation in Latin America and the Caribbean with due consideration to the new technological paradigms, sustainable development, gender equality and linkages with the global economy

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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 Governments to formulate policies and strategies to transform the production structure through innovation and the dissemination of technology in the production matrix, and the creation of linkages among activities, firms and sectors | (a) (i) Increased number of policies, measures or actions adopted by countries in the region aimed at enhancing the competitiveness of production structures in line with ECLAC recommendations  
(ii) Increased number of government authorities and public institutions acknowledging that they have benefited from ECLAC technical cooperation services or analytical inputs to intergovernmental meetings on fostering the competitiveness of their production structures |
| (b) Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster the diversification of the production structure, a fall in the productivity gap with the developed economies, and encourage innovation and the incorporation of new technologies in production and management | (b) (i) Increased number of participants in seminars, workshops or training courses of the subprogramme acknowledging that they have benefited from ECLAC technical cooperation services to improve their capacities to foster productivity convergence, encourage innovation and support the incorporation of new technologies |
Increased percentage of respondents to surveys acknowledging that they have benefited from the analysis and policy recommendations on investment patterns, competitiveness and 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**

18.24 The Division of Production, Productivity and Management will be responsible for the implementation of the subprogramme, in coordination with other ECLAC divisions and offices. The strategy to be followed will take the relevant aspects of the upcoming sustainable development goals into account, in particular those which relate to the reduction of poverty by promoting productive employment, the promotion of a global partnership for development and the dissemination of the benefits of new technologies.

18.25 Emphasis will be placed on the following areas: new technologies (information and communications technologies, biotechnologies for health, industry and agriculture, new energy sources and nanotechnologies), new manufacturing processes, information systems, policies for promoting small and medium-sized enterprises, foreign direct investment and productive development policies.

18.26 Under the subprogramme, economic analyses will be conducted along with applied research based on the generation, processing and analysis of information and indicators in various databases; the results will be disseminated and policy recommendations will be submitted to Governments, regional bodies and other relevant stakeholders. The Division will promote policy advocacy and the exchange of experiences and best 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.

18.27 In order to achieve the expected results, 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 Community and the Caribbean). The Division will bring together Governments through the organization of the Conference on Science, Innovation and Information and Communications Technologies, a new subsidiary body of the Commission. Nexuses with other international organizations, especially in the United Nations system, will also be pursued, particularly in the light of the need for deeper collaboration on cross-sectoral issues.
18.28 The main beneficiaries of the subprogramme will be governmental 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, rural, agricultural and industrial development, investment and the promotion of small and medium-sized enterprises, and with the specialized agencies, funds and programmes of the United Nations system.

**Subprogramme 3**
**Macroeconomic policies and growth**

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

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<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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<td>(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 uncertain environment</td>
<td>(a) (i) Percentage of surveyed readers who report that they have benefited from the analysis of macroeconomic issues contained in the publications <em>Economic Survey of Latin America and the Caribbean</em>, <em>Preliminary Overview of the Economies of Latin America and the Caribbean</em>, and other selected publications</td>
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<td>(b) Increased capacity of policymakers of Latin America and the Caribbean to evaluate, design and implement macroeconomic policies on the basis of comparative policy analysis that strengthen long-term economic growth and reduce economic and social vulnerability</td>
<td>(b) (i) Percentage of surveyed participants in networks organized under the subprogramme who 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</td>
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<td>(ii) Number of policies, measures or actions taken by economic policymaking authorities that take ECLAC recommendations into account</td>
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Strategy

18.29 Substantive responsibility for the execution of the subprogramme rests with the Economic Development Division, which will work in close collaboration with the ECLAC subregional and national offices.

18.30 Under the subprogramme, the Division will conduct applied research into the macroeconomic and long-term growth performance and policies of Latin American and Caribbean countries, as well as the region as a whole; and will continue to refine its forecasting capacities; and provide timely and accurate information, analyses-disaggregated by gender whenever possible, and policy options and recommendations through its recurrent and specialized publications, workshops and seminars. The Division 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.

18.31 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 and ILO, will be pursued.

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 policymakers and institutions in Latin America and the Caribbean to formulate and implement financial policies and financial instruments to generate and allocate domestic resources, and mobilize foreign resources for development, in the productive and social areas |

Indicators of achievement

| (a) (i) Increased number of policies, measures and actions considered and/or adopted by countries of the region relating to the generation and allocation of domestic resources and mobilization of foreign resources, as well as prudential macroeconomic regulation in line with ECLAC recommendations and methodologies |

| (ii) Increased percentage of surveyed readers who report having benefited from ECLAC analysis and policy recommendations on relevant issues on financing for development contained in the recurrent and non-recurrent publications |
(b) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to contribute to the debate on reshaping the global and regional financial architecture with special reference to middle-income countries, official development assistance and innovative financing mechanisms.

(b) Increased number of national 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 recommendations.

Strategy

18.32 Responsibility for the execution of the subprogramme will rest with the Financing for Development Division, which will collaborate with other ECLAC substantive divisions, subregional headquarters and national offices to deliver its mandates.

18.33 The subprogramme will focus on financing for development policies, including macroregulation at both the local and international levels; the development of inclusive financial systems for the promotion of small and medium-sized enterprises and the financing of social protection schemes; as well as the international financial system and architecture and integration and financial cooperation. In 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 and innovative financing mechanisms related to social protection schemes and the development of microfinance.

18.34 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.

18.35 The main beneficiaries of the activities under the subprogramme 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, IMF, OECD, the Bank for International Settlements, and with other United Nations bodies, in particular the Department of Economic and Social Affairs (DESA) and UNCTAD. Regional partner institutions will include the Development Bank of Latin America, Andean Development Bank, the Central American Bank for Economic Integration, the IADB, the Caribbean Development Bank, the Bank of the South and the Latin American Reserve Fund.
Subprogramme 5
Social development and equality

Objective of the Organization: To foster social and economic equality in the region and contribute to the overall well-being of the people of the region from a multidimensional perspective and a rights-based approach.

Expected accomplishments of the Secretariat | Indicators of achievement
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(a) Enhanced capacity of the central or subnational governments in the region to formulate policies, plans and programmes that address the structural and emerging equality gaps affecting different socioeconomic and population groups, with an approach based on human rights, equality and sustainability | (a) (i) Increased number of social policies, plans and programmes adopted by central or subnational governments in countries of the region to address the structural and emerging gaps of equality, in line with ECLAC recommendations
(ii) Increased percentage of surveyed readers who acknowledge that they have 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 capacity of social policy institutions to improve the social impact and efficiency of public action | (b) (i) Increased number of social policy institutions requesting technical cooperation to improve their capacity in designing and implementing social policies
(ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services to improve social actions towards the reduction of equality gaps

Strategy

18.36 The Social Development Division will be responsible for the implementation of the subprogramme. It will work in close collaboration with other ECLAC divisions, in particular the Division for Gender Affairs and the Latin American and Caribbean Demographic Centre (CELADE), as well as with ECLAC subregional headquarters and national offices and with other agencies of 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, especially those deriving from the Rio+20 agenda and the post-2015 development agenda.

18.37 The strategy will consist of developing applied qualitative and quantitative research, generating analyses, disseminating results and formulating policy recommendations to strengthen the capacity of stakeholders to make sound diagnostic assessments of social issues for application in policy design and
implementation. Another important element of the strategy will be to strengthen the existing networks in order 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 responsible for formulating, implementing and managing social policies; regional and subregional organizations; academic institutions and other research centres and non-governmental organizations. The strategy also contemplates South-South cooperation with other regional commissions and with intergovernmental and multilateral institutions.

18.38 The subprogramme will also serve as a catalyst for policy dialogue in relation to the regional agenda for poverty eradication, social protection systems from a human-rights, multidimensional and gender approach, reduction of inequalities and citizen participation.

Subprogramme 6
Mainstreaming the gender perspective in regional development

**Objective of the Organization:** To mainstream a gender equality perspective into sustainable and inclusive development strategies of the Latin American and Caribbean countries

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Strengthened capacity of countries in the region to implement gender equality policies in line with the regional consensus stemming from the Regional Conference on Women in Latin America and the Caribbean and other international agreements</td>
<td>(a) Increased number of policies, measures or actions adopted by the countries of the region in priority areas covered by the Gender Equality Observatory for Latin America and the Caribbean</td>
</tr>
<tr>
<td>(b) Strengthened capacity of countries in the region to implement the agreements of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to women’s economic autonomy</td>
<td>(b) (i) Increased number of policies, measures or actions adopted by the countries of the region in response to the agreements of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, including issues relating to sustainable development with a gender perspective</td>
</tr>
<tr>
<td></td>
<td>(ii) Increased number of stakeholders reporting that they have 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 thirteenth Regional Conference on Women in Latin America and the Caribbean, including aspects of sustainable development with a gender perspective</td>
</tr>
</tbody>
</table>
Strategy

18.39 The Division for Gender Affairs will be responsible for the implementation of the subprogramme. In the light of the interdisciplinary nature of mainstreaming the gender perspective in regional development, the Division will work in close coordination with, and provide support to, ECLAC divisions, and subregional and national offices, as requested. 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 the mandates and gender mainstreaming strategy of the Commission.

18.40 Under the subprogramme, the Division will assist the countries of the region in the development of strategies for mainstreaming the gender perspective in national policies, including their formulation, implementation and monitoring, using statistics and gender indicators. Particular attention will be devoted to women’s economic autonomy in an integral framework, connected to physical autonomy and in decision-making.

18.41 In particular, the subprogramme will seek to strengthen the relations between producers and users of gender statistics through increased knowledge-sharing to shed light on the nature of current regional problems. Governments will also receive assistance in building policies for gender equality based on research results and indicators.

18.42 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 main publications and findings of the subprogramme among policymakers, academics and other stakeholders at international events and key forums, both within and outside the region.

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

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(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 with a gender-sensitive approach, for use in sociodemographic policies and programmes</td>
<td>(a) (i) Increased number of Latin American and Caribbean stakeholders concerned with population and development issues using demographic knowledge, methodologies and tools and information on population and development generated by ECLAC</td>
</tr>
</tbody>
</table>
(ii) Increased percentage of participants in seminars, workshops, training courses or technical cooperation activities acknowledging that they have benefited from ECLAC technical cooperation services in the areas of monitoring population trends and tackling population and development issues for use in sociodemographic 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 policies, measures or actions taken by Latin American and Caribbean countries to monitor and implement the goals and recommendations of main international agreements relating to the field of population and development

Strategy

18.43 The Population Division of ECLAC, CELADE, will be responsible for the implementation of the subprogramme. It will be guided by the Montevideo Consensus on Population and Development, adopted by member States at the first session of the Regional Conference on Population and Development in Latin America and the Caribbean, held in Montevideo from 12 to 15 August 2013. The Montevideo Consensus is centred on the full integration of population dynamics into rights-based sustainable development with equality.

18.44 The subprogramme will work in close collaboration with other ECLAC divisions, in particular the Social Development Division (providing inputs or drafting allotted sections of the flagship publication Social Panorama of Latin America); the Division for Gender Affairs (providing inputs for the Gender Equality Observatory and carrying out joint studies); the Statistics Division (supporting the Statistical Conference of the Americas, liaising with regard to the maintenance of relevant information in 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 in the area of population, particularly those related to census-taking, the development of REDATAM, ageing and international migration).

18.45 Its strategy will be:

(a) To serve as technical secretariat for the Regional Conference on Population and Development in Latin America and the Caribbean;

(b) To provide training on demography and population studies to technicians in national and local institutions so as to enhance the capacity of countries to monitor population trends and tackle population and development issues;
(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, in the 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 stemming from the post-2015 development agenda.

18.46 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 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 communications technologies will be used to disseminate sociodemographic data widely in order to make the outputs of the subprogramme available as a public good.

18.47 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 areas related to population, as well as universities and other academic institutions.

18.48 The subprogramme will work closely in coordination with the Population and Statistics Divisions of the Department of Economic and Social Affairs 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 the United Nations Population Fund, the Pan-American Health Organization/World Health Organization, the United Nations Children’s Fund, ILO, the United Nations Entity for Gender Equality and the Empowerment of Women, the Food and Agriculture Organization of the United Nations, the United Nations Educational, Scientific and Cultural Organization, the United Nations Development Programme (UNDP), the United Nations Human Settlements Programme (UN-Habitat) and with intergovernmental organizations such as OAS, the International Organization for Migration, the World Bank, the Ibero-American Youth Organization, IADB and the Ibero-American Secretariat. 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.
Subprogramme 8
Sustainable development and human settlements

**Objective of the Organization:** To improve the integration of environmental, climate change and urban management issues into economic, social and land-use policies in the framework of sustainable development.

### Expected accomplishments of the Secretariat

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

(b) Enhanced capacity of the Governments of the region and other stakeholders to follow up on and make progress in the implementation of international agreements relating to sustainable development, climate change and human settlements.

### Indicators of achievement

(a) (i) Increased number of policies, measures or actions adopted by countries in the areas of sustainable development, climate change and human settlements, in line with ECLAC recommendations.

(ii) Percentage of surveyed participants to meetings, workshops and training courses acknowledging that they have benefited from the analysis and policy recommendations on sustainable development, climate change and human settlements.

(b) Increased number of Governments of the region and other stakeholders that follow up on and make progress in the implementation of international agreements relating to sustainable development, including urban development, in line with ECLAC recommendations.

**Strategy**

18.49 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 the sustainable development goals in the context of the post-2015 development agenda.

18.50 Thus, the subprogramme contemplates three basic areas for strengthening the capacities of the countries of the region. The first focuses on evaluating the advances of sustainable development in the region, the integration of sustainability criteria in public policies (such as fiscal, sectoral, investment, etc.) and institution-building for environmental management (such as the implementation of Principle 10 of the Rio Declaration on Environment and Development). It also covers the follow-up to international and regional agreements on sustainable development, with reference to how the environment pillar is addressed. A key milestone in the process at the political and institutional levels will be the support to the High-level Political Forum on Sustainable Development in the region.
18.51 The second covers the sustainability of the human settlements, encompassing issues such as urban development, sustainable cities, land use and metropolitan areas. The United Nations Conference on Housing and Sustainable Urban Development (Habitat III), which will be one of the first global conferences in the period of the post-2015 development agenda, will be held in 2016. The subprogramme will participate in the process by making proposals to face the upcoming challenges. In addition, the support to the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean will be crucial for the appropriation of Habitat III outcomes in the region.

18.52 The third area focuses on climate change, which constitutes a key issue on the international environmental agenda. For Latin American and Caribbean countries, responses to climate change still have an unexplored potential for integrating environmental, sectoral and economic policies, especially policies in the crucial areas of adaptation and emissions reductions in metropolitan and intermediate cities in the region. In this sense, fiscal policy, supported by an environmental tax reform, is an essential tool that can contribute to the transition to a path of sustainable development with social inclusion. Clear synergies exist between strategies for adapting to climate change and those designed to protect one of the region’s main assets: its biodiversity. The activities for reducing emissions from deforestation and forest degradation (REDD-plus) are the clearest example of these synergies. Finally, disaster risk assessment, risk management and adapting to variability and climate change will continue within the activities.

18.53 The Division will work closely with other ECLAC divisions, in particular, the Economic Development Division and the Social Development Division, the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), the Natural Resources and Infrastructure Division, the Division of Production, Productivity and Management, the Statistics Division, the Division for Gender Affairs, and the International Trade and Integration Division. Cooperation with ECLAC subregional and national offices will mainly focus on climate change issues.

18.54 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.

18.55 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 UNDP, UNEP and UN-Habitat, as well as with regional and subregional development banks that deal with environmental issues. Under the regional coordination mechanism, the subprogramme leads inter-agency joint documents on sustainable development.
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

(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

(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

Indicators of achievement

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

Strategy

18.56 The Natural Resources and Infrastructure Division will be responsible for implementing the subprogramme, in close coordination with other ECLAC divisions and 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. The strategy will include providing stakeholders of the region with analytical studies and systematized information and data in terms of regulation and management of natural resources and the provision of public utility and infrastructure services in the context of the sustainable development goals and the post-2015 development agenda.

18.57 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 in the regulation of the provision of public utility and infrastructure services. 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 carry out training activities for decision makers, public officials and experts in the above-mentioned areas.

18.58 The main users of the outputs of the subprogramme will be government authorities and officials of countries in the region, especially those concerned with the areas of 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 and other organizations concerned with the areas of mining, energy and water resources, including: the Latin American Energy Organization, UNASUR, CELAC, MERCOSUR, the Initiative for the Regional Integration of the Infrastructure in South America, the Iberoamerican Association of Energy Regulatory Entities, the OAS Committee on Ports, the International Association of Maritime Economists, the Central American Commission on Maritime Transport and bilateral and multilateral organizations such as the World Bank, IADB, the Latin American Development Bank and the Fund for the Plata Watershed, the Water Regulators’ Association of the Americas, CARICOM, the Mesoamerica Project, the World Energy Council and the Global Sustainable Electricity Partnership, among others.

Subprogramme 10
Planning of public administration

Objective of the Organization: To strengthen competencies for planning and public administration for development with a regional perspective

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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</thead>
<tbody>
<tr>
<td>(a) Strengthening of capacities in the countries of Latin America and the Caribbean in matters of planning and public administration for development with a regional perspective and gender sensitivity</td>
<td>(a) Increased number of planning processes in Latin America and the Caribbean in which the contributions of ILPES are acknowledged by countries</td>
</tr>
<tr>
<td>(ii) Increased number of surveyed participants that acknowledge that they have benefited from the training services provided by the subprogramme to improve professional skills in matters of planning and public administration for development with a regional perspective and gender sensitivity</td>
<td>(ii) Increased number of surveyed participants that acknowledge that they have benefited from the training services provided by the subprogramme to improve professional skills in matters of planning and public administration for development with a regional perspective and gender sensitivity</td>
</tr>
</tbody>
</table>
(iii) Increased percentage of surveyed readers acknowledging that they have benefited from the analysis and recommendations contained in the publications prepared by the subprogramme

(b) Improvement in coordination and exchange of best practices and cooperation among Governments in the region and other stakeholders in matters of development plans and strategies

(i) Increased number of public agencies and other key stakeholder organizations that participate in seminars and networks supported by the subprogramme

(ii) Increased percentage of surveyed participants in forums supported by the subprogramme acknowledging that they have benefited from activities and strengthened skills and competencies

Strategy

18.59 ILPES has supported member countries in their efforts to strengthen planning and public administration competencies, in particular through the training of human resources. In the future, a key emphasis should be related to regional cooperation and integration in Latin America and the Caribbean. The Institute, as convener of planning authorities from all countries, is in a privileged position as an observatory of public administration and management for development in the region. Building on that strength, the strategy of the subprogramme will draw on three key elements, as described below.

(a) A knowledge management centre on development planning: the repository

18.60 ILPES will function as a “knowledge laboratory on planning”, a tool to strengthen cooperation between countries in planning and public administration for development. The virtual platform, called repository of planning, will be fed by development plans, research and comparative studies, aimed at developing analysis, stimulating integration and disseminating innovations in the theory and practice of planning and public administration, spurring the emergence of a regional Latin American and Caribbean perspective on planning and public administration for development.

18.61 The process of ministerial dialogues, ongoing since 2013, will be maintained, involving government officials and experts to promote diffusion and exchange of best practices on planning in the region and consolidate the interaction and cooperation between national planning agencies.

(b) Rethinking Latin America and the Caribbean: towards a new culture of regional integration and cooperation

18.62 ILPES will concentrate its research activities and technical cooperation and training efforts in fostering a new thinking on regional integration and cooperation, in particular regarding:
(a) The new public administration for development, including monitoring and evaluation of public policies; budgeting for results; public management and citizen participation; and the harnessing of information and communications technologies in public administration;

(b) The long-term vision, including forecasting for development, structural change and regional integration; long-term investment planning and the strategic management of projects;

(c) Coordination among levels of government, from the global development agenda to regional, national and local action, including the territorial expression of the post-2015 development agenda; the decentralization and strengthening of local development capabilities; structural change and regional convergence; gender mainstreaming in budget planning; land-use planning and valuing of environmental public goods.

(c) Capacity-building to strengthen capabilities in public administration, and participation of civil society and social movements in the development planning process

18.63 Technical cooperation services, applied research and training services will remain fundamental pillars of the work of ILPES. The supply of services, which incorporate new contents and forms of cooperation, advisory services, research, training and learning services, will be realigned to strengthen the involvement and collaboration of civil society and social actors in the increasingly participatory process of development planning.

18.64 The subprogramme proposes to strengthen the supply of training courses on planning, government and public policy that satisfy the goals of dissemination of applied knowledge developed in the region and the world on these topics, as well as train competent human resources and institutions with increasing learning capabilities.

Subprogramme 11

Statistics

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

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Progress in the implementation of the decennial strategic plan of the Statistical Conference of the Americas</td>
<td>(a) (i) Percentage of subject areas of the strategic plan for which specific actions were implemented</td>
</tr>
<tr>
<td></td>
<td>(ii) Number of products developed by the working groups of the Statistical Conference of the Americas, with the support of ECLAC</td>
</tr>
</tbody>
</table>
(b) Increased technical capacity of Latin American and Caribbean countries to monitor economic, social and environmental trends and to formulate evidence-based policies

(b)  
(i) Increased percentage of compliance by countries of the region with the 2008 System of National Accounts and incorporated satellite accounts, including in particular the 2012 System of Environmental-Economic Accounting, in accordance with international recommendations and their own requirements, after receiving relevant technical support from ECLAC

(ii) Increased number of policies, measures or actions taken by countries to implement ECLAC recommendations aimed at developing statistics to monitor economic, environmental and social trends

(iii) Increased number of downloads from the Statistical Yearbook and CEPALSTAT, the ECLAC consolidated online repository of economic, environmental and social databases in the region

Strategy

18.65 The Statistics Division will be responsible for the implementation of the subprogramme. Given the interdisciplinary nature of statistics, the Division will work in close collaboration with all other ECLAC offices and divisions, the Statistics Division of the Department of Economic and Social Affairs of the Secretariat and United Nations system agencies.

18.66 The strategy will be based on three main lines of action. The first line consists in supporting the methodological statistics development in the region, as well as promoting the development of region-specific indicators. The second line is the provision of specialized advisory and technical cooperation services to strengthen the technical and institutional capacities of countries. Meetings and seminars will be organized to facilitate the sharing of experiences and promote the South-South cooperation in a more integrated regional context. Support will also be given for the development of networks to strengthen the harmonization and coordination of statistical data and initiatives among countries. The third line aims at promoting best practices in the dissemination and use of comparable methodologies and techniques.

18.67 The main direct beneficiaries of the subprogramme will be the institutions of Latin America and the Caribbean that make up national statistical systems, in particular national statistical offices, central banks and specialized governmental agencies. Moreover, it is expected that the subprogramme will reach a broader audience in the private sector, academia and civil society.

18.68 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 activities of the subprogramme reflect the thematic priorities identified by the Conference, as it considers national accounts, environmental accounts, economic and environmental statistics, the post-2015 development agenda, broader measures of welfare and social indicators. The subprogramme will act as coordinator of regional and global activities, including joint actions with the Statistics Division of the Department of Economic and Social Affairs, the regional commissions and other United Nations entities working in the area of statistics. Collaboration with other international agencies (such as IADB, ILO, IMF, the World Bank and WTO) and international expert groups, such as the Intersecretariat Working Group on National Accounts, will be also envisaged. The subprogramme will convey the experience and interests of the subregion in global events, such as the United Nations Statistical Commission and the Committee for the Coordination of Statistics Activities.

18.69 The subprogramme will also place its pool of statistical and methodological information at the disposal of a wide range of stakeholders: government agencies, business and labour organizations, universities, research centres, regional and subregional integration bodies and other public or private entities that require comparable information on the countries of the region.

18.70 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 of Gender Affairs; support in the use of economic indicators and demographic data in collaboration with the Economic Development and Population divisions, respectively, the provision of data from household surveys and other social indicators to the Social Development Division, the development of environmental indicators in collaboration with the Sustainable Development and Human Settlements and the Natural Resources and Infrastructure divisions, and the provision of relevant information to monitor the progress of the region to attain the post-2015 development agenda goals.

18.71 Emphasis will be placed on promoting the adoption of the new recommendations relating to the System of National Accounts and the System of Environmental-Economic Accounting, and its satellite accounts, including unpaid work in households; facilitating the participation of countries in the International Comparison Programme; improving basic economic, environmental and social statistics; and developing methodologies and indicators for the measurement of monetary and multidimensional poverty, inequality, social cohesion and other aspects of welfare.

18.72 Lastly, member States will benefit from increased visibility of the work of the subprogramme through the continuous update and development of CEPALSTAT, the online economic, environmental and social statistics and indicators database.
**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 as a result of the post-2015 development agenda (once approved by the General Assembly)

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<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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<tbody>
<tr>
<td>(a) Strengthened institutional capacity of the countries in the subregion to address economic and social issues, particularly regarding multidimensional equality (including gender, ethnicity, and territory) and poverty reduction</td>
<td>(a) (i) Increased number of governmental, private sector and academic institutions in the subregion that consider ECLAC analysis and policy recommendations, particularly those regarding multidimensional equality and poverty reduction, in the formulation of policies and measures in the areas of social and economic development</td>
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<td>(ii) Increased number of key stakeholders acknowledging that they have benefited from ECLAC outputs and services for economic and social policymaking, particularly regarding equality and poverty reduction</td>
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<tr>
<td>(b) Increased technical capacity of the countries in the subregion to design and evaluate policies and measures for economic development and structural change, trade and integration, and sustainable development, including energy, agriculture and climate change</td>
<td>(b) (i) Increased number of institutions in the subregion that consider ECLAC analysis and policy recommendations in the formulation of policies and measures for economic development and structural change, trade and integration, and sustainable development, including energy, agriculture and climate change</td>
</tr>
<tr>
<td></td>
<td>(ii) Increased number of key stakeholders that acknowledge 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</td>
</tr>
</tbody>
</table>
Strategy

18.73 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 resulting from the post-2015 development agenda, 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.

18.74 The subprogramme strategy will consist of continued efforts targeted at strengthening the capacity of countries to formulate strategies and policies leading to the promotion of 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.

18.75 The main beneficiaries of the 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.

18.76 Emphasis will also be placed on the following areas: development agendas and strategic reforms and their economic, social and sectoral impacts; social pacts for equality; the city as a public good for equality; universal social protection and safety nets; ageing and young populations; a long-term energy development strategy for Central America; trade facilitation within the Dominican Republic-Central America-United States Free Trade Agreement and the European Union Agreement; promoting the social benefits of trade; industrial and competition policies; macroeconomic modelling for key public sector planning entities; adaptation to climate change and mitigation of the impacts of extreme natural phenomena; in-depth country analysis and technical advice.
Subprogramme 13
Subregional activities in the Caribbean

Objective of the Organization: To strengthen the sustainable development process in the Caribbean and enhance the cooperation of the subregion with Latin America

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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<tbody>
<tr>
<td>(a) Improved capacity of countries in the subregion to address economic, social and environmental development issues</td>
<td>(a) (i) Increased number of policies, measures and actions in the areas of economic, social and environment development formulated, adopted or updated by countries of the subregion in line with ECLAC analyses and recommendations</td>
</tr>
<tr>
<td>(b) Improved institutional capacity in countries of the subregion to follow-up on the major international agreements in the economic, social and environmental fields</td>
<td>(b) Increased number of policies, measures or actions adopted or updated to follow up on the major international agreements in the economic, social and environmental fields, in line with ECLAC analyses and recommendations</td>
</tr>
<tr>
<td>(c) Enhanced subregional dialogue, cooperation and collaboration in the Caribbean to address economic, social and environmental development issues</td>
<td>(c) Increased number of Caribbean institutions and other stakeholders engaged in subregional dialogue and/or cooperation and collaboration mechanisms coordinated by ECLAC</td>
</tr>
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</table>

Strategy

18.77 The strategy is built on four pillars. First, implementation of the activities will occur within the context of coordination and collaboration with other divisions of ECLAC and the wider United Nations system. Secondly, as the secretariat for the Caribbean Development and Cooperation Committee, the subregional headquarters for the Caribbean will, through alignment with the guidance provided by the Committee, and the identification of priority areas and development challenges, ensure continued relevance to the needs of the subregion. Thirdly, within the context of the internationally agreed development goals, the activities will facilitate the active engagement of Caribbean countries in the follow-up to global conferences, including those deriving from the post-2015 development agenda. Fourthly, a multi-disciplinary approach will be pursued in responding to the development needs of the countries served by the subprogramme, through the following: (a) financing for development, fiscal management and market diversification, within the context
of assimilating Caribbean economies into the global economy; (b) broadening the monitoring mechanism for measuring progress in the implementation of the Mauritius Strategy; (c) facilitating wider application of information and communications technology for development and knowledge management; (d) enhancing the role of social development within the context of the broader sustainable development process; and (e) strengthening the statistical capacity of Caribbean countries to support more effective evidence-based policymaking.

18.78 To that end, the subregional headquarters will undertake research and analysis of the emerging issues and challenges facing the Caribbean and work closely with Caribbean development partners — such as the CARICOM secretariat and CARICOM-related institutions, the secretariat of the Organization of Eastern Caribbean States, the Caribbean Development Bank, the Eastern Caribbean Central Bank and the secretariat of the Association of Caribbean States, among others — including the provision of advisory and technical cooperation services, to inform policymaking in Caribbean countries. Ultimately, the visibility of the work and major achievements of the subregional headquarters will be enhanced through a vibrant outreach programme, including more active engagement of Caribbean countries.

**Subprogramme 14**

**Support for regional and subregional integration and cooperation processes and organizations**

**Objective of the Organization:** To strengthen regional and subregional integration processes, their convergence, and the participation of Latin America and the Caribbean in interregional and global political dialogues

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<th>Expected accomplishments of the Secretariat</th>
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<td>(a) Improved capacity of regional and subregional mechanisms to deepen their integration processes and promote their convergence</td>
<td>(a) (i) Increased number of technical and substantive inputs provided by the Commission that are used to facilitate regional debate and consensus-building on issues relating to social, economic and sustainable development, including gender equality, as requested by regional and subregional mechanisms</td>
</tr>
<tr>
<td></td>
<td>(ii) Increased number of joint activities or initiatives in which various regional and subregional schemes and mechanisms participate with the aim of sharing knowledge and experiences, with technical and logistical support from ECLAC</td>
</tr>
</tbody>
</table>
(b) Enhanced political dialogue of regional and subregional schemes with third parties and extraregional actors

(b) (i) Increased number of technical and substantive inputs provided by the Commission that are used to facilitate regional dialogue with third parties, including extraregional partners or mechanisms, on issues relating to social, economic and sustainable development, including gender equality, as requested by regional and subregional mechanisms

(ii) Increased number of instances in which regionally agreed positions are presented in global forums or summits with technical support from ECLAC

Strategy

18.79 Responsibility for the implementation of the subprogramme rests with the Office of the Executive Secretary and the Secretary of the Commission, which, given the multidisciplinary approach of the subprogramme, will work in close coordination with the rest of the substantive ECLAC divisions and the subregional and national offices.

18.80 The strategy applied under the subprogramme will focus on providing technical and logistical support to the Latin American and Caribbean integration and cooperation organizations, mechanisms and coordination schemes, both in support of their own agendas, in their convergence efforts and initiatives and in the external interactions with third parties.

18.81 The main characteristic of the subprogramme is the dynamic demand of the actors to whom services are provided in the areas of data, statistics, indicators and analytical and normative work through conference and position papers, the development of methodologies for various purposes and logistical support, upon request.

18.82 The subprogramme is designed to strengthen regional and subregional groups and schemes in Latin America and the Caribbean, by providing technical support; updated, timely and relevant cutting-edge information, statistics and indicators; analytical work; and logistical support for meetings and summits. The analytical work and recommendations of the Commission will help these organizations to build consensus concerning new challenges in regional integration and cooperation, pursue social, economic and sustainable development and engage in political dialogue with third parties. Assistance will also be provided in the follow-up to agreements and their respective implementation mechanisms. Furthermore, the subprogramme will provide advisory and technical cooperation services to support these regional and subregional mechanisms in their efforts to improve regional integration and cooperation through the modalities of South-South and triangular cooperation.

18.83 The Office of the Executive Secretary will work closely primarily with CELAC, UNASUR, the Andean Community, CARICOM, the Latin American Integration Association, MERCOSUR, the Bolivarian Alliance for the Peoples of the Americas and SICA. Collaboration with other bilateral and multilateral cooperation
partners will also be enhanced to provide additional resources to the subprogramme with the aim of strengthening the implementation of its programme of work and maximizing its impact in the beneficiary countries.

18.84 The main beneficiaries of the subprogramme will be the Governments of the region, officials involved with all the integration processes in the economic, social, and political spheres, as well as other stakeholders of business and the civil society sectors concerned with all the relevant aspects of integration and the associated political dialogue.

18.85 Lastly, the subprogramme will seek to ensure the visibility of its work and major achievements through a dynamic outreach programme, including active engagement with the member States, wide dissemination of 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**

*General Assembly resolutions*

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Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms

Protection of and assistance to internally displaced persons

Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities

Elimination of all forms of intolerance and of discrimination based on religion or belief

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653 (XXXIII) Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean
669 (XXXIV) Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields
672 (XXXIV) Establishment of the Conference on Science, Innovation, and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean

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Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

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