Proposed strategic framework for the period 2014-2015

Part two: biennial programme plan

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

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* A/67/50.
Overall orientation

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

18.2 The mandate for the programme, which falls within the purview of the Economic Commission for Latin America and the Caribbean (ECLAC), derives from resolution 106 (VI) of the Economic and Social Council, by which the Council established the Commission for the purpose of contributing to and coordinating action towards the economic and social development of the region and reinforcing economic relationships among the countries of the region as well as worldwide. In 1996, pursuant to Council resolution 553 (XXVI), the Commission was entrusted, inter alia, with collaborating with member States in analysing the development process of formulating, evaluating and monitoring public policies to provide operational services on specialized information, advisory services, training and support in regional and international cooperation.

18.3 The Commission will continue to pursue key objectives shared by all the regional commissions, to support the development pillar of the United Nations, to foster economic integration at the regional and subregional levels, to promote the implementation of internationally agreed development goals beyond 2015, in continuation of the Millennium Development Goals, and to support sustainable development by helping to bridge economic, social and environmental gaps between and among countries in the region and the industrialized economies.

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

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

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

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

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

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

18.10 Lastly, global challenges such as climate change and the need to develop low-carbon economies urgently require the implementation of new strategies to foster adaptation, mitigation and risk reduction, as well as to enhance energy efficiency and jump-start the broad use of renewable energies. In the post-crisis context, the roles of institutions and market regulations need to be revised and the role of the State must be redefined to generate the conditions for sustainable and inclusive development that would bring the region onto a new path of sustainable development with equality. During the period 2014-2015, the challenges will be to implement the agreements derived from the sixteenth and seventeenth sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Cancun, Mexico, from 29 November to 10 December 2010 and in Durban, South Africa, from 28 November to 9 December 2011 respectively.

18.11 In 2010, at the thirty-second session of ECLAC, member States adopted a position document entitled “Time for equality: closing gaps, opening trails”, which attempts to summarize a revised development agenda for Latin America and the Caribbean. The document puts forward an integrated vision of development in keeping with the times, drawing on historical lessons and entailing far-reaching changes. This vision has laid the groundwork for further discussion of policy content and proposals and is expected to guide the work of the Commission in the coming years. In 2012, ECLAC will present to member States policy proposals to link macroeconomic instruments with productive sustainable development and with equality at the centre.

18.12 Considering the complexity of the reform processes in the region and the rapidly evolving demands from member States, ECLAC will continue to provide timely and relevant analysis and policy recommendations regarding development issues. The Commission will work closely with the Governments in the region and other counterpart institutions to safeguard linkages between individual national
experiences and regional perspectives, facilitate data comparability and exchange of
good practices, and provide effective technical cooperation services for transboundary
issues within its purview.

18.13 To meet the challenges referred to above, ECLAC will focus its programme
of work in the biennium 2014-2015 on the following priorities:

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

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

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

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

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

(f) Promoting sustainable development policies and energy efficiency and
addressing the impacts of climate change, taking into account the outcome of the
United Nations Conference on Sustainable Development, to be held in Rio de
Janeiro, Brazil, from 20 to 22 June 2012, to facilitate implementation, reducing
vulnerability in key sectors;

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

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

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

18.15 ECLAC will continue to work on an integrated and comprehensive follow-up
to the world summits from a regional perspective, in particular the region’s final
progress towards the Millennium Development Goals in 2015, as well as the
renovated development agenda for the region, which stems from the reflection on
beyond 2015 topics and the United Nations Conference on Sustainable Development
in 2012. 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 report to the Economic and Social Council and to the General
Assembly. It will continue its active participation to enhance substantive coordination
among all participating entities in the Executive Committee on Economic and Social
Affairs.
18.16 ECLAC will continue serving as the technical secretariat for various intergovernmental initiatives, such as the Committee of the Whole, the Statistical Conference of the Americas of ECLAC, the Regional Conference on Women in Latin America and the Caribbean, the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), the Committee of High-level Government Experts, the Central American Economic Cooperation Committee, the Caribbean Development and Cooperation Committee, the ECLAC Ad Hoc Committee on Population and Development, and the Regional Plan of Action for the Information Society in Latin America and the Caribbean (eLAC 2007).

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

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

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

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

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

**Expected accomplishments of the Secretariat**

| (a) | Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional trade flows and value chains |

**Indicators of achievement**

| (a) | Increased number of countries in the region formulating and/or adopting trade and integration policies and measures to participate effectively in global and regional trade flows and value chains in line with ECLAC recommendations |
(b) Increased percentage of readers acknowledging the benefit of the analysis and policy recommendations on trade policies and export development strategies contained in the publication *Latin America and the Caribbean in the World Economy* and other selected publications

(b) Strengthened capacity of regional stakeholders to assess the impact and potential contribution of trade policy to sustainable development, including poverty reduction, gender equality and mitigation of climate change

(i) Increased number of countries in the region formulating/adopting policies and measures in line with ECLAC recommendations to assess the impact on and contribution of trade to sustainable development

(ii) Increased number of public institutions and private organizations acknowledging that they benefited from ECLAC technical cooperation services to improve their capacities in relation to trade and sustainable development

### Strategy

18.20 Substantive responsibility for this subprogramme rests with the International Trade and Integration Division, in collaboration with the Commission offices in Washington, D.C., and Brasilia. Given the cross-cutting nature of the themes concerned, the Division will collaborate with other ECLAC subprogrammes for the implementation of this programme of work. The strategy will take special account of the relevant provisions relating to the goals and targets deriving from the Millennium Declaration, in particular those related to the empowerment of women, as part of the incorporation of the gender perspective in the work of the subprogramme, poverty reduction and the global partnership for development.

18.21 The subprogramme is oriented towards strengthening the role of Latin American and Caribbean countries in world trade and the global economy by strengthening their capacity to formulate and implement trade policies and export development strategies. Through analysis and the preparation of recommendations, it will help stakeholders to face new challenges in international trade, trade negotiations, regional integration and international economic relations. The activities under the subprogramme will promote policy discussion and consensus-building. As a platform for dissemination of knowledge, preparation of policy proposals and generation of information and databases, the subprogramme will provide advisory and technical cooperation services to support countries of the region in their efforts to improve their international role and trade performance.

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 value chains and internationalization of enterprises, private standards, climate change mitigation, and
links with new emerging issues such as security, labour markets, poverty and corporate social responsibility;

(b) Negotiation, implementation and administration of trade agreements and multilateral rules;

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

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

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

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

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

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

(i) Training activities to improve the region’s participation in regional and global supply and production chains.

18.23 The subprogramme will respond to the needs of stakeholders by providing updated information, analysis and policy recommendations to policymakers in the countries in the region 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 governmental and private entities with responsibilities in the areas of trade and integration.

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

18.25 Lastly, the work and achievements of the subprogramme will be broadly shared with its beneficiaries through the continuous updating and development of the Commission website and databases, wide dissemination of its main publications and findings in international events and key forums, involving relevant policymakers, academia and other stakeholders, both within and outside the region.
Subprogramme 2
Production and innovation

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

Expected accomplishments of the Secretariat  

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<th>Indicators of achievement</th>
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<tbody>
<tr>
<td>(a) Increased number of policies or measures adopted by countries of the region aimed at transforming their production structures in line with ECLAC recommendations</td>
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<tr>
<td>(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 aimed at the transformation of their production structures</td>
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<tr>
<td>(i) Increased percentage 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</td>
</tr>
<tr>
<td>(ii) Increased percentage of readers 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</td>
</tr>
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</table>

Strategy

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

18.27 Emphasis will be placed on the following areas: new technologies (ICT, biotechnologies for health, industry and agriculture, new energy sources and nanotechnologies), information systems, promotion of policies for small and medium-sized enterprises and productive development policies.

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

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

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

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

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

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<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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| (a) Increased awareness and understanding among policymakers and other stakeholders in Latin America and the Caribbean of current and emerging macroeconomic issues in a highly volatile environment | (a) (i) Percentage of readers who report that they have benefited from the analysis of macroeconomic issues contained in the publications *Economic Survey of Latin America and the Caribbean, Preliminary Overview of the Economies of Latin America and the Caribbean* and other selected publications
| (b) Increased capacity of policymakers of Latin America and the Caribbean to analyse, design and implement macroeconomic policies that strengthen long-term economic growth and improve its impact on key social variables | (b) (i) Percentage of participants in networks organized by the subprogramme that consider the work of the forums and their policy recommendations on macroeconomic issues and long-term growth-enhancing policies as “useful” or “very useful” for their work
| | (ii) Number of actions, steps or measures taken by national Governments in the area of macroeconomic policy that take ECLAC recommendations into account

**Strategy**

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

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

18.34 To ensure accuracy of information, relevance of its publications and contribution to policy dialogues, the Division will collaborate closely with its national counterparts, namely ministries of finance, central banks and other stakeholders concerned with macroeconomic policies, which will also be the main direct beneficiaries of the subprogramme. 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.

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

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

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<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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<tbody>
<tr>
<td>(a) Improved capacity of Latin American and Caribbean policymakers to formulate and implement financial policies to generate and allocate domestic resources and mobilize foreign resources for development</td>
<td>(a) (i) Increased number of policies, programmes and plans adopted by countries of the region related to the generation and allocation of domestic resources and the mobilization of foreign resources, as well as prudential macroregulation in line with ECLAC recommendations and methodologies</td>
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<td>(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 related to middle-income countries, official development assistance and innovative financing mechanisms</td>
<td>(b) Increased number of countries and regional institutions making contributions and proposals in global, regional and national debate forums to improve the financial architecture at the global and regional levels in line with ECLAC recommendations</td>
</tr>
</tbody>
</table>
Strategy

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

18.37 The subprogramme will focus on financing for development policies, including 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.

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

18.39 The main beneficiaries of the 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 and the Bank for International Settlements, and with other United Nations bodies, in particular the Department of Economic and Social Affairs and UNCTAD. Regional partner institutions will include the Andean Development Bank, the Central American Bank for Economic Integration, IADB, the Caribbean Development Bank, the Bank of the South and the Latin American Reserve Fund.

18.40 Finally, the work and achievements under the subprogramme will be broadly shared with its beneficiaries through the continuous updating and development of the Commission website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders, both within and outside the region.
Subprogramme 5
Social development and equality

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

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<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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<tr>
<td>(a) Increased capacity of Latin American and Caribbean Governments to formulate policies and programmes that address the structural and emerging social risks affecting various socio-economic groups, with an approach based on human rights and equality</td>
<td>(a) (i) Increased number of social policies, programmes and plans adopted by countries of the region to address the structural and emerging social risks, in line with ECLAC inputs and recommendations</td>
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<tr>
<td>(b) Strengthened technical capacity of social policy institutions to reinforce the redistributive impact of public action, improve synergies among social policies and generate proactive articulations with other governmental entities and stakeholders regarding broadening of social protection networks and the reduction of poverty and inequality</td>
<td>(b) (i) Increased number of social policy institutions adopting programmes in line with ECLAC recommendations regarding institutional innovation in the social sector and new forms of networking among governmental entities and stakeholders</td>
</tr>
<tr>
<td>(ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services and thematic networks to enhance dialogue and strengthen their capacity to improve the social impact of public action</td>
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Strategy

18.41 The Social Development Division will be responsible for the implementation of this subprogramme. It will work in close collaboration with other ECLAC divisions, 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, including those deriving from the Millennium Declaration. In particular, technical cooperation services will be provided to the countries of the region to follow up on the plans of action adopted by the United Nations international conferences and summits in the social sphere.
18.42 The subprogramme will place emphasis on the following thematic issues:

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

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

(c) The efficient use of public resources and ICT to implement broad-based social policies, with an emphasis on capacity development, health services, the empowerment of women and the employability of family members of working age, aimed at reducing gaps in learning, health, labour and productivity;

(d) Social institution-building to guide public and private efforts to cut off the intra- and intergenerational transmission of poverty and inequality, and to harmonize the role of the State, the market and families in reconciling paid and non-paid work, as well as diverse social services;

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

(f) The promotion of social covenants which provide political legitimacy and feasibility for carrying out the reforms and policies mentioned in the points above.

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

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

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

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

**Expected accomplishments of the Secretariat**

(a) Strengthened capacity of countries in the region to implement gender equality policies in line with international agreements on women’s human rights

(b) Strengthened capacity of countries in the region to implement the agreements of the twelfth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to the economic empowerment of women, recognition of women’s unpaid work and women’s participation in the information society

**Indicators of achievement**

(a) Increased number of policy actions in priority areas included in the Gender Equality Observatory for Latin America and the Caribbean in line with international agreements on women’s human rights

(b) (i) Increased number of policy actions adopted by the countries of the region in response to the agreements of the twelfth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to the economic empowerment of women, recognition of women’s unpaid work and women’s participation in the information society

(ii) Increased number of policy actions that utilize or have resulted from the application of time-use measurements or indicators proposed by ECLAC, particularly on the promotion of women’s economic empowerment

(iii) Increased number of stakeholders reporting 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 twelfth Regional Conference on Women in Latin America and the Caribbean, especially in relation to the economic empowerment of women, recognition of women’s unpaid work and women’s participation in the information society

**Strategy**

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

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

18.48 Under the subprogramme, the Division will collaborate with the countries of the region to develop strategies for mainstreaming the gender perspective in national policies, including their formulation, implementation and monitoring, using statistics and gender indicators.

18.49 In particular, the Division will seek to strengthen relations between producers and users of gender statistics through increased knowledge-sharing to shed light on the nature of current regional problems. Research findings and indicators will be used to construct public policies for the economic empowerment of women.

18.50 Lastly, member States will benefit from the use of the Gender Equality Observatory for Latin America and the Caribbean and from the wide dissemination of the 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 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 area 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 actions taken by Latin American and Caribbean countries to monitor and implement the goals and recommendations of main international agreements related to the field of population and development

Strategy

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

18.52 Its strategy will be:

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

(b) To provide training on demography and population studies to technical staff in national institutions in order to enhance the capacity of countries in the region 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 fulfilment of the Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing and in monitoring the goals and objectives deriving from the Millennium Declaration and other relevant international conference outcomes related to population issues.
18.53 In order to help the region to tackle these challenges, specialized advisory and technical cooperation services will be provided and workshops and seminars will be held to facilitate horizontal cooperation, networking and sharing of successful experiences in the design of intervention activities tailored to the individual needs of each country. In addition, applied research and analysis, including recommendations on how to reduce inequalities, will be developed and disseminated through publications serving as reference material for countries. ICT will be used to disseminate sociodemographic data widely in order to make the outputs of the subprogramme available as a public good.

18.54 The main users of the outputs will be government authorities and officials and national statistical offices of the countries of the region, particularly those working on issues related to population 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.

18.55 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 (PAHO), the 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) and 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 General 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.

18.56 Finally, the work and achievements of the subprogramme will be broadly shared with its beneficiaries through the continuous provision of sociodemographic data as a regional public good by means of updating and development of the CELADE website and databases, wide dissemination of its main publications and findings in international events and key forums involving relevant policymakers, academia and other stakeholders, both within and outside the region.
Subprogramme 8
Sustainable development and human settlements

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

<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 countries to integrate sustainability criteria into development policies and measures, including human settlements policies</td>
<td>(a) (i) Increased number of policies and measures adopted by countries of the region integrating sustainability criteria, in line with ECLAC recommendations</td>
</tr>
<tr>
<td>(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 and urban development</td>
<td>(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</td>
</tr>
<tr>
<td>(c) Increased capacity of Latin American and Caribbean countries to implement climate change adaptation and mitigation measures, particularly through investment and fiscal policies</td>
<td>(c) (i) Increased number of policies and measures explored or adopted by countries in the region in line with ECLAC recommendations on climate change mitigation, adaptation and risk reduction</td>
</tr>
<tr>
<td></td>
<td>(ii) Percentage of readers acknowledging that they have benefited from the analysis and policy recommendations on climate change adaptation, mitigation and risk reduction contained in selected publications of the subprogramme</td>
</tr>
</tbody>
</table>

Strategy

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

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

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

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

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

18.62 Lastly, member States will benefit from the increased visibility of the work of the subprogramme through the continuous updating and development of the Commission website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders at international events and key forums, both within and outside the region.
Subprogramme 9
Natural resources and infrastructure

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

Expected accomplishments of the Secretariat        Indicators of achievement

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

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

(ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services to improve their work in the area of sustainable management of natural resources and the provision of public utilities and infrastructure services

(b) Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on the 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

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

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

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

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

18.67 The main users of this subprogramme will be government authorities and officials of countries in the region, especially those concerned with management for the sustainable development of natural resources, energy issues, infrastructure and transport services. Other users will include regional and subregional organizations, universities, academic research centres and technical and professional, labour and business organizations. Under the subprogramme, the Division will continue to consult and work in close collaboration with United Nations specialized agencies, programmes and funds which participate in the Commission on Sustainable Development and other organizations concerned with the areas of mining, energy and water resources, including the Latin American Energy Organization, the Latin American Organization for Mining, the Latin American Parliament, UNASUR, MERCOSUR, the Initiative for the Regional Integration of the Infrastructure in South America, 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 Andean Development Corporation and the Fund for the Plata Watershed, the Water Regulators’ Association of the Americas, CARICOM and the Mesoamerica Project (formerly known as the Puebla-Panama Plan), among others.

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

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

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Strengthened capacity of Latin American and Caribbean countries to adopt new approaches and address emerging issues regarding development planning at the national and subnational levels, results-based budgeting and public administration</td>
<td>(a) (i) Increased number of public agencies and other public entities in the region (at the national or subnational levels) receiving technical cooperation services that have considered policies and measures in line with ECLAC recommendations in the areas of development planning, budgeting and public administration</td>
</tr>
<tr>
<td>(b) Enhanced coordination, sharing of best practices and benchmarking among stakeholders and Governments in the region at the national and subnational levels regarding public management of development strategies, with an emphasis on planning, budgeting and evaluation</td>
<td>(b) (i) Increased number of public agencies and other key stakeholders in the region (at national or subnational levels) participating in networks and seminars organized under the subprogramme, in which ECLAC recommendations on development planning, budgeting and public administration are disseminated</td>
</tr>
<tr>
<td></td>
<td>(ii) Increased percentage of participants in forums organized under the subprogramme who acknowledge that they have benefited from its activities and recommendations to improve their work in development planning, fiscal management and public administration, at both the national and subnational levels of government</td>
</tr>
</tbody>
</table>
Strategy

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

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

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

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

18.73 The main beneficiaries of the subprogramme are policymakers, officials and practitioners from public authorities of the countries of the region, especially those concerned with planning and fiscal management functions within government at both national and subnational levels. The outputs of the subprogramme will also be used by civil society institutions and business and professional organizations, as well as universities and other academic and research institutions. Efforts will also be made to develop and strengthen key partnerships with relevant multilateral development agencies in the region.
Lastly, member States will benefit from the increased visibility of the work of the subprogramme through the continuous updating and development of the Commission website and databases, and wide dissemination of its main publications and findings among policymakers, academics and other stakeholders at international events and key forums, both within and outside the region. A new scheme to follow up and evaluate the impact of ILPES training will be operative in the biennium.

Subprogramme 11
Statistics

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

<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 Strategic Plan 2005-2015 of the Statistical Conference of the Americas</td>
<td>(a) (i) Increased percentage of compliance by countries of the region with the 1993 and 2008 System of National Accounts and incorporated satellite accounts, in accordance with international recommendations and their own requirements, after receiving relevant technical support from ECLAC</td>
</tr>
<tr>
<td>(b) Increased technical capacity of Latin American and Caribbean countries to monitor economic, social and environmental trends and to formulate evidence-based policies</td>
<td>(b) (i) Increased number of actions taken by countries to implement ECLAC recommendations to monitor economic, social and environmental trends</td>
</tr>
<tr>
<td></td>
<td>(ii) Increased number of downloads from the Statistical Yearbook and CEPALSTAT, the ECLAC consolidated online repository of economic, social and environmental databases in the region</td>
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<td></td>
<td>(iii) Percentage of users that acknowledge benefiting from the information contained in CEPALSTAT</td>
</tr>
</tbody>
</table>

Strategy

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

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

18.77 Two important features of the subprogramme strategy should be stressed. On the one hand, 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, economic and environmental statistics, the Millennium Development Goal indicators and social indicators. Each area includes conventional statistical development activities, as well as new methodologies demanded by Governments and civil society for addressing emerging issues. The activities under the subprogramme will be coordinated and harmonized with those of the Conference working groups. The subprogramme will act as coordinator of statistical activities at the regional and global levels, including joint activities with the Department of Economic and Social Affairs. Collaboration with other international agencies, including ILO, IMF, WTO and PAHO, as well as international expert groups, such as the Intersecretariat Working Group on National Accounts, and other regional commissions, is also envisaged. Furthermore, by actively participating in global events (especially, but not limited to, those of the United Nations Statistical Commission), the Division will convey the experience, special features and positions of the region to global forums.

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

18.79 As regards the joint work with other ECLAC divisions, special attention will be paid to the implementation of gender-sensitive indicators in collaboration with the Division for Gender Affairs; support in the use of economic indicators in
collaboration with the Economic Development Division; provision of data from household surveys and other social indicators to the Social Development Division; development of a broader range of statistical information on Caribbean countries in collaboration with the ECLAC office in the Caribbean; development of environmental indicators in collaboration with the Sustainable Development and Natural Resources Division; and the provision of relevant information to monitor the progress of the region towards achievement of the Millennium Development Goals.

18.80 Emphasis will also be placed on promoting the adoption of the new recommendations relating to the System of National Accounts in the region; improving basic economic statistics; facilitating the participation of countries in the international comparison programme; enhancing the systematization of environmental statistics; and developing poverty and social cohesion indicators.

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

Subprogramme 12
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

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

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Strengthened institutional capacity of the countries in the subregion to address economic and social issues, particularly regarding equality and poverty reduction</td>
<td>(a) (i) Increased number of governmental, private sector and academic institutions in the subregion that formulate policies and measures in the areas of social and economic development, taking into account ECLAC analysis and policy recommendations, particularly regarding equality and poverty reduction</td>
</tr>
<tr>
<td></td>
<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>
</tr>
</tbody>
</table>
(b) Increased technical capacity of the countries in the subregion to design and evaluate policies and measures in the areas of economic development and structural change, trade and integration and sustainable development, including energy, agriculture and climate change

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

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

Strategy

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

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

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

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

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

## Subprogramme 13
### Subregional activities in the Caribbean

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

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
</table>
| (a) Improved capacity of countries in the subregion to address economic, social and environmental development issues | (a) (i) Increased number of policy measures in the areas of economic, social and environmental development formulated or adopted by countries of the subregion, in line with ECLAC analyses and recommendations  
(ii) Increased number of government institutions, policymakers and other stakeholders acknowledging that they have benefited from ECLAC products and services to promote economic, social and environmental development |
| (b) Improved institutional capacity in countries of the subregion to follow up on the major international agreements in the economic, social and environmental fields | (b) Increased number of policies, programmes and measures adopted to follow up on the major international agreements in the economic, social and environmental fields, in line with ECLAC analyses and recommendations |
| (c) Enhanced regional dialogue, cooperation and collaboration in the Caribbean to address economic, social and environmental development issues | (c) (i) Increased number of Caribbean institutions and Governments actively engaged in regional dialogue and/or cooperation and collaboration mechanisms coordinated by ECLAC  
(ii) Increased number of regional initiatives adopted to promote regional cooperation and integration resulting from ECLAC advice |
Strategy

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

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

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

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

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

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

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

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

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

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

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

**Legislative mandates (all subprogrammes)**

*General Assembly resolution*

55/2 United Nations Millennium Declaration

57/144 Follow-up to the outcome of the Millennium Summit

57/270 B Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields

58/220 Economic and technical cooperation among developing countries

58/230 Follow-up to the implementation of the outcome of the International Conference on Financing for Development

58/269 Strengthening of the United Nations: an agenda for further change

59/57 A Fair Globalization: Creating Opportunities for All — report of the World Commission on the Social Dimension of Globalization

60/1 2005 World Summit Outcome

60/4 Global Agenda for Dialogue among Civilizations

60/188 Follow-up to and implementation of the outcome of the International Conference on Financing for Development

60/265 Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals

61/16 Strengthening of the Economic and Social Council

62/165 Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
62/199 Globalization and interdependence
62/203 Third United Nations Conference on the Least Developed Countries
62/209 South-South cooperation
62/211 Towards global partnerships
62/12 Cooperation between the United Nations and the Latin American Economic System
63/222 Role of the United Nations in promoting development in the context of globalization and interdependence
63/228 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
63/232 Operational activities for development
63/260 Development-related activities
64/1 High-level United Nations Conference on South-South Cooperation
64/158 Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
64/172 The right to development
64/184 Organization of the High-level Plenary Meeting of the sixty-fifth session of the General Assembly
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64/210 Role of the United Nations in promoting development in the context of globalization and interdependence
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64/222 Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/223 Towards global partnerships
64/289 System-wide coherence
65/120 The role of the United Nations in promoting a new global human order
65/152 Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
65/168 Role of the United Nations in promoting development in the context of globalization and interdependence
65/172 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
65/177 Operational activities for development of the United Nations system
65/214 Human rights and extreme poverty
65/216 Globalization and its impact on the full enjoyment of all human rights
66/71 International cooperation in the peaceful uses of outer space
66/84 Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
66/89B Questions of American Samoa, Anguilla, Bermuda, the British Virgin Islands, the Cayman Islands, Guam, Montserrat, Pitcairn, Saint Helena, the Turks and Caicos Islands and the United States Virgin Islands
66/124 High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
66/125 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/126 Preparations for and observance of the twentieth anniversary of the International Year of the Family
66/155 The right to development
66/157 Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
66/161 Globalization and its impact on the full enjoyment of all human rights
66/183 International cooperation against the world drug problem
66/191 Follow-up to the International Conference on Financing for Development
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Regional cooperation
Implementation of and follow-up to major United Nations conferences and summits
Admission of Japan as a member of the Economic Commission for Latin America and the Caribbean
Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B
Admission of the Republic of Korea as a member State of the Economic Commission for Latin America and the Caribbean
Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16

Economic and Social Council agreed conclusions
Agreed conclusions on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role assigned to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2009/28 The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council

2009/29 Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16

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62/186 External debt and development: towards a durable solution to the debt problems of developing countries

63/121 Legislative Guide on Secured Transactions of the United Nations Commission on International Trade Law

63/199 International Labour Organization Declaration on Social Justice for a Fair Globalization

63/206 External debt and development: towards a durable solution to the debt problems of developing countries

63/222 Role of the United Nations in promoting development in the context of globalization and interdependence

63/227 Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010

63/228 Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

63/239 Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus

63/277 Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development

64/190 International financial system and development
Role of the United Nations in promoting development in the context of globalization and interdependence

International trade and development

International financial system and development

Role of the United Nations in promoting development in the context of globalization and interdependence

Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

International trade and development

International financial system and development

External debt sustainability and development

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63/277 Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development
64/140 Improvement of the situation of women in rural areas
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2004/296 Information and communication technologies for development
2007/8  Flow of information for the follow-up to the World Summit on the Information Society
2007/36 United Nations Public-Private Alliance for Rural Development
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2008/18 Promoting full employment and decent work for all
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2009/7  Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
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608  Promotion of coordination in studies and activities concerning South America
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63/206 External debt and development: towards a durable solution to the debt problems of developing countries

63/277 Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development

63/303 Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development

63/305 Establishment of an ad hoc open-ended working group of the General Assembly to follow up on the issues contained in the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development

65/142 International trade and development

65/167 Towards a New International Economic Order

65/185 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly

66/125 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly

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66/189 External debt sustainability and development

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552 (XXVI) Strengthening sustainable development in Latin America and the Caribbean

564 (XXVII) Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges

571 (XXVII) Poverty, population and fiscal expenditures

608 (XXX) Promotion of coordination in studies and activities concerning South America
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2009/30 A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up

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564 Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges (XXVII)

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609 (XXX) Financing and management of education

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59/174 Second International Decade of the World’s Indigenous People

59/248 World survey on the role of women in development

60/35 Enhancing capacity-building in global public health

60/136 In-depth study on all forms of violence against women

60/139 Violence against women migrant workers

60/142 Programme of Action for the Second International Decade of the World’s Indigenous People

61/144 Trafficking in women and girls

62/132 Violence against women migrant workers

62/134 Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations

62/135 United Nations Development Fund for Women

63/157 Future operation of the International Research and Training Institute for the Advancement of Women

63/174 Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities

64/138 Convention on the Elimination of All Forms of Discrimination against Women

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66/206 Promotion of new and renewable sources of energy

66/207 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)

66/211 Science and technology for development


66/216 Women in development

66/231 Oceans and the law of the sea

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2004/46 Support for the United Nations Stabilization Mission in Haiti

2004/52 Long-term programme of support for Haiti

2004/53 Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
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*Economic Commission for Latin America and the Caribbean resolutions*

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