



# Guidelines for the drafting of a Regional Agenda on Governance of Planning and Public Management for Sustainable Development in Latin America and the Caribbean

Pavel Isa Contreras, Minister of Economic Affairs, Planning and Development of the Dominican Republic, Chair of the Regional Council for Planning of ILPES

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# Background

## Nineteenth meeting of the Regional Council for Planning, 2023

Need for a collectively established regional agenda with shared pillars, priorities and indicators to strengthen planning and public management

The Council is an ideal forum for debating and discussing planning practices, experiences and perspectives and public management

Proposal endorsed in paragraph 4 of resolution CRP/XIX/01



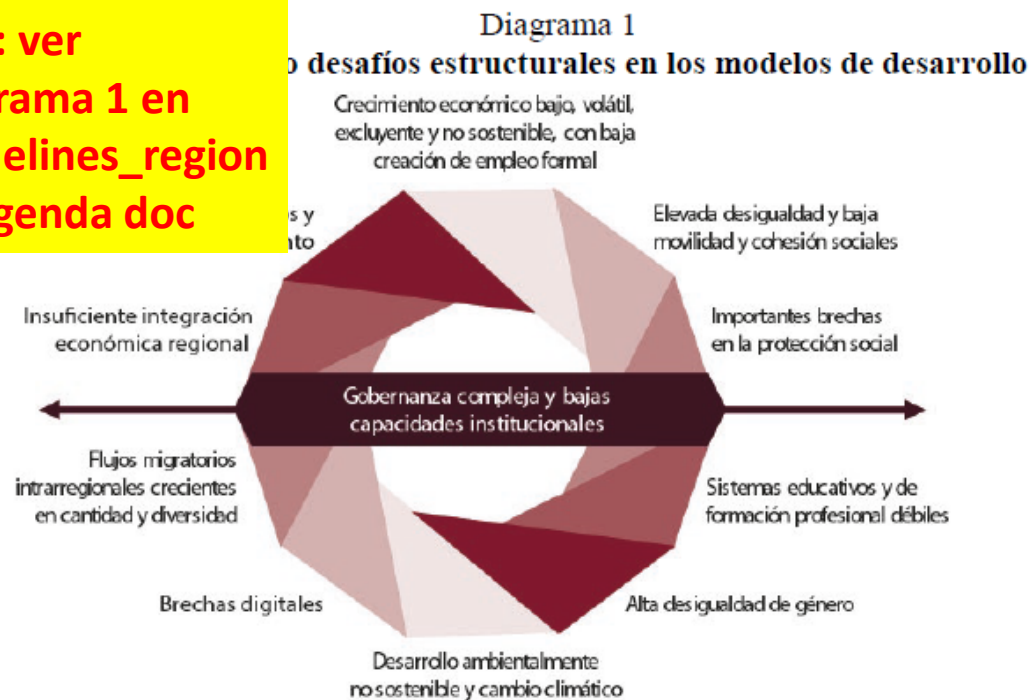
# Context

- Three development traps in the region:
  - Low growth
  - High inequality, with diverse territorial manifestations, and low social mobility
  - Weak institutional capacities and ineffective governance
- Additional challenges include climate change and fostering environmentally sustainable development.
- Policies and measures are needed to reverse negative trends and reinforce positive trends.
- A new model is needed for the governance of public policy, the effective participation of social stakeholders and the use of strategic tools.

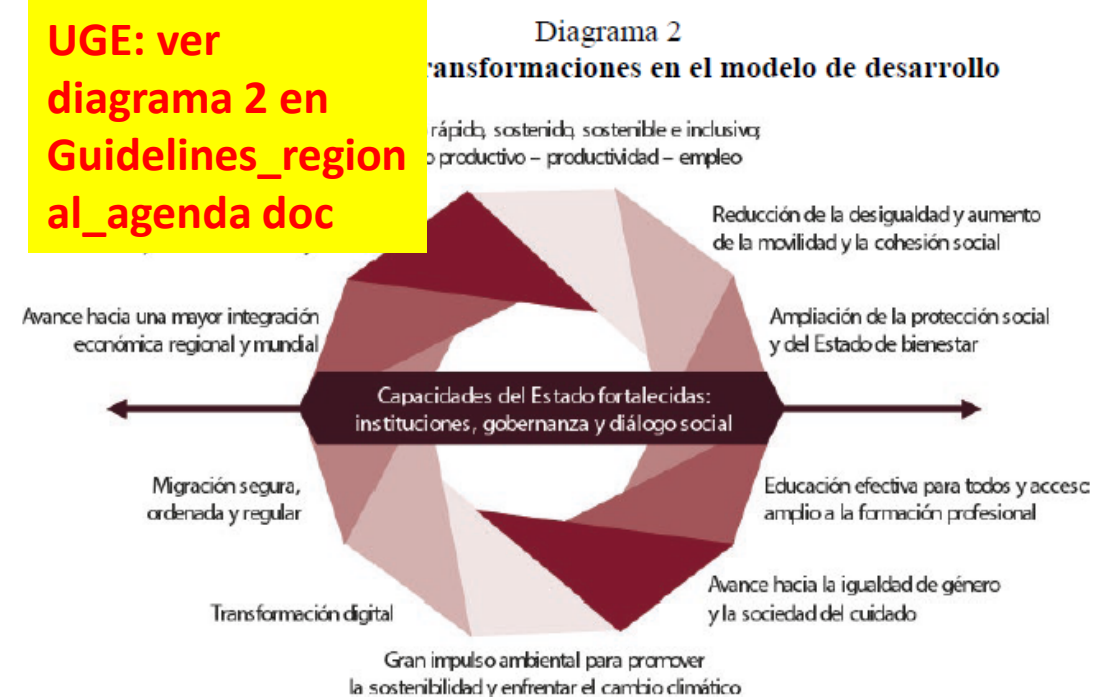
# Context

Governance, institutional capabilities and participation as cross-cutting elements of the challenges and transformations in the region's development model

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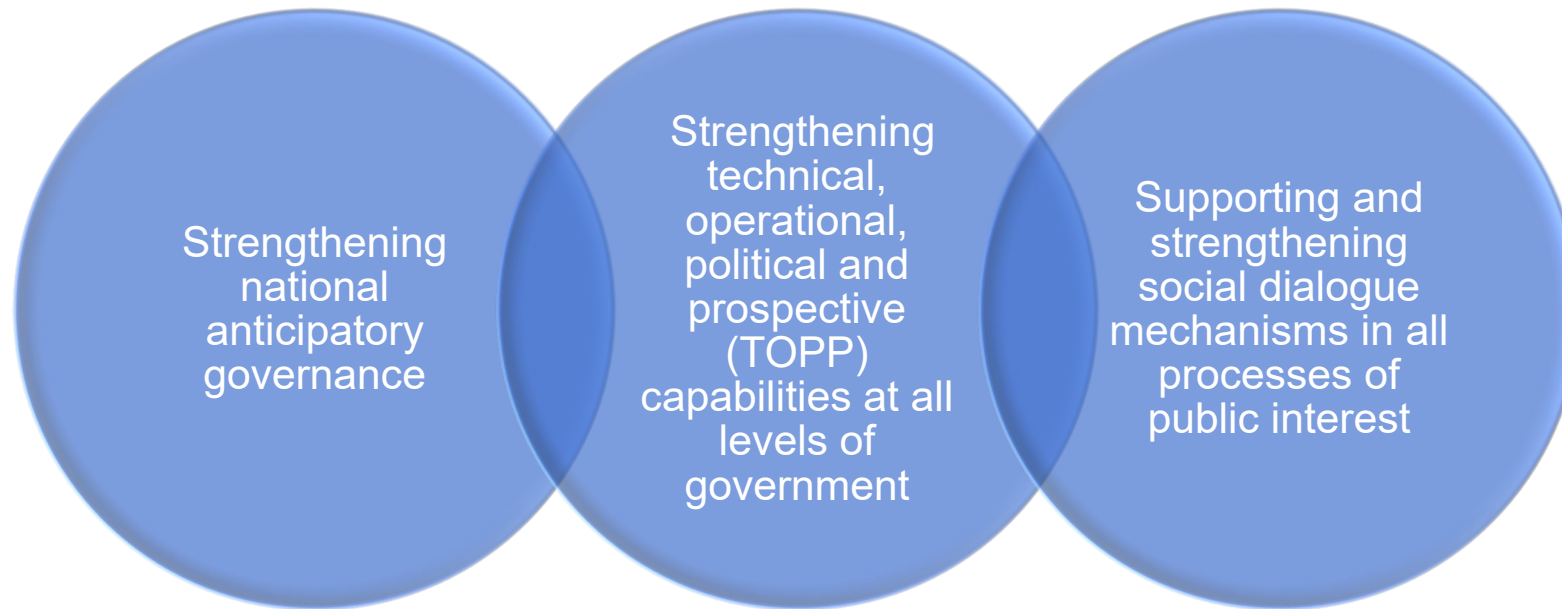
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Source: J. M. Salazar-Xirinachs, "Rethinking, reimagining and transforming: the 'whats' and the 'hows' for moving towards a more productive, inclusive and sustainable development model", CEPAL Review, No. 141 (LC/PUB.2023/29-P), Santiago, Economic Commission for Latin America and the Caribbean (ECLAC), 2023, on the basis of J. M. Salazar-Xirinachs, "Hacia la transformación del modelo de desarrollo en América Latina y el Caribe: producción, inclusión y sostenibilidad", presentation at the thirty-ninth session of ECLAC, 2022 [online] [https://periododesesiones.cepal.org/39/sites/pes39/files/presentations/ppt\\_se\\_espanol\\_-\\_periodo\\_de\\_sesiones\\_cepal.pdf](https://periododesesiones.cepal.org/39/sites/pes39/files/presentations/ppt_se_espanol_-_periodo_de_sesiones_cepal.pdf).

# Context

Three paths forward proposed by ECLAC to advance towards a more productive, inclusive and sustainable development model



Key elements for the design of a regional agenda on development planning and public management

# Proposed thematic areas for the regional agenda

1

Governance, institutional frameworks and social dialogue.

2

Anticipatory governance and the dimension of the future in the framework of sustainable development.

3

Coordination for comprehensive and coherent public policies.

4

Evaluation, public value and establishing a culture of continuous learning.

# Proposed thematic areas for the regional agenda

## Area 1: Governance, institutional frameworks and social dialogue

- Traditional approaches to citizen participation are ineffective, despite the existence of legal frameworks.
- States should move towards new organizational and management structures.
- The aim is to build a new form of governance that enables the participation of all members of the social ecosystem.
- There is a need to build adequate response mechanisms into institutional frameworks in order to address power relations and inequalities.
- Experiences such as the Open Government Partnership, the implementation mechanisms of the 2030 Agenda and the Escazú Agreement are examples of participatory mechanisms to move forward.
- Governance mechanisms and institutions should be strengthened through multi-stakeholder, multisectoral and multilevel social dialogues.



# Proposed thematic areas for the regional agenda

## Area 1: Governance, institutional frameworks and social dialogue

### **Objective:**

Pursue new models of development governance, in which understanding is reached through social dialogue.

### **Strategic guidelines:**

- Foster discussion and analysis to enable citizen participation in public affairs to address power imbalances and to facilitate the peaceful resolution of conflicts and broad consensus in building future scenarios.
- Share lessons learned and good practices regarding multi-stakeholder engagement in national mechanisms for implementation and monitoring of the 2030 Agenda and open government initiatives to move towards new governance models that can be adapted to specific contexts and needs.
- Encourage reflection and the sharing of experiences regarding the use of digital tools for participation, with a view to addressing persistent inequalities in the region.
- Hold multi-stakeholder social dialogues to establish synergies, secure commitments and agree on minimum standards to make progress towards development goals.



# Proposed thematic areas for the regional agenda

## Area 2: Anticipatory governance and the dimension of the future in the framework of sustainable development

- Long-term planning is not enough to address the multiple crises facing the region.
- Countries must strengthen their planning processes through public policies focused on public and private investment in strategic sectors that drive sustainable growth, knowledge, innovation, quality employment and gender equality, and reduce carbon footprints.
- Anticipatory governance is required, which means anticipating social paradigms and possible changes in the environment and conducting ongoing analysis of future scenarios **to adapt to and shape the future with**[Author, please confirm addition, in line with Guidelines document, for clarity] better, more sophisticated measures.
- Foresight for development facilitates anticipatory governance through collectively constructed futures that are owned by citizens.
- Foresight and planning must be linked to address current aspects of development and the desired destination.

# Proposed thematic areas for the regional agenda

## Area 2: Anticipatory governance and the dimension of the future in the framework of sustainable development

### **Objective:**

Encourage the institutionalization of foresight and foster anticipatory governance and a forward-looking culture.

### **Strategic guidelines:**

- Develop tools to link long-term actions and strategies to short- and medium-term development plans and policies.
- Strengthen the incorporation of the territorial perspective in the building of future scenarios to move towards more spatially equitable societies.
- Support participatory efforts to build future scenarios and the adoption of such scenarios by development stakeholders.
- Build Latin American and Caribbean countries' capacities to integrate anticipatory governance and the future dimension throughout the planning cycle.

# Proposed thematic areas for the regional agenda

## Area 3: Coordination for comprehensive and coherent public policies

- Given the complexity and multicausality of development challenges, public policies must take into account four fundamental criteria:
  - Intersectorality, which refers to interactions and the importance of ensuring coordination and linkages among different government sectors.
  - The participation of multiple stakeholders in decision-making processes through social dialogue and collaborative processes.
  - Multilevel coordination, which calls for linkages, interactions and interdependence among levels of government (i.e. national, subnational and local) to advocate coherent policies that are not only appropriate at the national level but adapted to the specific characteristics of the territories.
  - Intertemporality, which makes it possible to identify short-, medium- and long-term solutions that are sustainable over time.

# Proposed thematic areas for the regional agenda

## Area 3: Coordination for comprehensive and coherent public policies

### Objective:

Strengthen institutional capacities at all levels of government to adopt a coherent and comprehensive approach to the design and implementation of public policies.

### Strategic guidelines:

- Strengthen technical, operational, political and prospective (TOPP) capabilities at all levels of government.
- Strengthen planning systems linked with budgets, international cooperation, alternative sources of financing and public investment systems based in the territory.
- Strengthen countries' capacities to design integrated frameworks for sustainable development financing.
- Strengthen territorial development policies and foster the exchange of experiences among institutions and stakeholders from different countries.

# Proposed thematic areas for the regional agenda

## Area 4: Evaluation, public value and establishing a culture of continuous learning

- Shared challenges: fostering a culture of evaluation, building institutional capacities, strengthening information systems and linking the information they produce to the decision-making process, and ensuring engagement between the State and the citizenry in solving public problems.
- Realizing citizens' aspirations requires solid information on the quality of development measures.
- Public sector innovation is not an institutionalized practice; rather, it tends to be independently pursued within each institution in each country, with individual teams carrying out efforts in a generally decentralized fashion.
- Innovation aims to solve critical public management problems and to provide goods and services that yield significant results for society as a whole.
- Collecting information, systematizing good practices and developing tools to facilitate the roll-out of innovative public sector initiatives are essential elements of a strengthened culture of results-based management and continuous learning for the creation of public value.

# Proposed thematic areas for the regional agenda

## Area 4: Evaluation, public value and establishing a culture of continuous learning

### Objective:

Foster a culture of continuous learning and public innovation by strengthening results-based management and monitoring and evaluation systems.

### Strategic guidelines:

- Strengthen monitoring and evaluation systems in Latin America and the Caribbean and ensure that the information produced by such systems is linked to public decision-making.
- Cultivate an experimentalist mindset in government and an environment conducive to risk-taking, innovation and collaboration in solving public problems.
- Strengthen the public value approach and results-based management throughout the public management cycle.
- Develop and strengthen institutional mechanisms that link multi-year planning exercises with the national budgetary process.
- Strengthen the capacities of public officials to navigate concepts and tools for the creation of public value and innovation, and the application and institutionalization of results-based management at all stages of the public management cycle.



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