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Proposed programme budget for 2023

Programme planning

Proposed programme budget for 2023

Part V

Regional cooperation for development

Section 21

Economic and social development in Latin America and the Caribbean

Programme 18

Economic and social development in Latin America and the Caribbean

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* [A/77/50](#).

** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.



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*** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.

Foreword

As an organization fully committed to the development of the countries of Latin America and the Caribbean and using its capacity as a leading think tank of the United Nations Secretariat, the Economic Commission for Latin America and the Caribbean (ECLAC) will continue to support member States in the implementation of the 2030 Agenda for Sustainable Development and the attainment of the Sustainable Development Goals.

The Commission will continue to perform its convening role by providing intergovernmental platforms for policy dialogue, consensus-building, peer learning and normative discussions, combining face-to-face activities with virtual modalities. It will continue to provide policy advice, operational support and technical cooperation, responding to the demands of member States, to implement capacity development activities at the regional, subregional and national levels.

ECLAC will continue to perform its role as a universal and impartial forum to foster public policy debate, the exchange of best practices and the promotion of regional positions in global forums, as well as in regional and interregional high-level meetings and summits of heads of State and government.

The Caribbean region will continue to be a priority for the Commission. The “Caribbean first” strategy demonstrates the Commission’s commitment to support the agenda for the small island developing States within the context of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the overarching 2030 Agenda. Furthermore, ECLAC will continue to give a voice to the only least developed country as well as to the landlocked developing countries in the region.

Finally, I would like to express my deepest gratitude to ECLAC member States for their continuous support and trust in the work of the Commission.

(Signed) Alicia **Barcena**
Executive Secretary
Economic Commission for Latin America and the Caribbean

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 21.1 The Economic Commission for Latin America and the Caribbean (ECLAC) is responsible for promoting the economic, social and environmentally sustainable development of the Latin American and Caribbean countries through international cooperation and by undertaking applied research and evidence-based comparative analysis of development processes and providing normative as well as operational capacity development, technical cooperation and advisory services. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, as well as Economic and Social Council resolution 106 (VI), by which the Council established the Commission for the purpose of contributing to, and coordinating action towards, the economic and social development of the region and reinforcing economic relationships among the countries of Latin America and the Caribbean and with other regions of the world. In 1996, pursuant to its resolution 553 (XXVI), the Commission decided, inter alia, that it was to collaborate with member States in the comprehensive analysis of development processes geared towards the design, monitoring and evaluation of public policies and the resulting provision of operational services in the fields of specialized information, advisory services, training and support for regional and international cooperation and coordination. The Commission also supports the capacity development of Governments in formulating and implementing policies for sustainable development through the implementation of the regular programme for technical cooperation and Development Account projects.

Strategy and external factors for 2023

- 21.2 Latin America and the Caribbean is the developing region that has been hit the hardest by the coronavirus disease (COVID-19) pandemic.¹ The impact of this crisis is equivalent to losing a decade of progress in the region and has exposed the prevailing economic model's structural problems as well as the weakness of social protection systems and welfare schemes. Women have been affected the most, with a massive exit from the labour market owing to the loss of jobs in key service sectors and the relocation to the care economy.
- 21.3 The region must rethink its development model to leave no one behind and avoid a dramatic regression from achieving the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. In that vein, ECLAC formulated a comprehensive proposal, which was endorsed by its constituency at the thirty-eighth session of the Commission. The proposal, contained in the document *Building a New Future: Transformative Recovery with Equality and Sustainability*, calls for a profound transformation of the production and consumption patterns through a big sustainability push aligned with the 2030 Agenda spearheaded by public and private investments in key industrial sectors to attain the energy transition, sustainable mobility, the circular economy, digital inclusion, and the conservation and restoration of nature and ecosystems in delivering climate adaptation and mitigation, among other viable business alternatives.
- 21.4 The current proposed programme budget for 2023 is structured around 13 interdependent and complementary subprogrammes to be implemented with a multidisciplinary and integrated approach while mainstreaming a gender perspective. The proposal is also aimed at being responsive to the priorities, policy needs and emerging challenges of member States against a backdrop characterized by distress and uncertainties.

¹ *Social Panorama of Latin America, 2021* (United Nations publication, 2022).

- 21.5 For 2023, the Commission's planned deliverables will support member States in their ongoing management of and recovery from the COVID-19 pandemic. Such planned deliverables and activities include publications and workshops to support member States in the identification of economic sectors that have the potential to foster the recovery from the pandemic (subprogramme 1), policy advice on innovative financing instruments and macroeconomic analysis and policies to achieve a sustainable and transformative socioeconomic recovery (subprogramme 3) and the provision of technical cooperation support to develop sustainable development strategies (subprogramme 8), as well as advisory services to foster productive diversification and economic restructuring in the wake of the pandemic (subprogramme 12).
- 21.6 Reflecting the importance of continuous improvement and responding to the needs and requests of member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objectives, strategies and mandates and would be reported as part of the programme performance information.
- 21.7 The Commission will work closely with the Governments in the region and other stakeholders, such as the business community, civil society, academic circles and universities, to reinforce linkages between national experiences and regional perspectives, foster data comparability and the exchange of good practices and provide effective technical cooperation services on transboundary issues. It 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 follow-up and review of progress towards achieving the Sustainable Development Goals and the implementation of the 2030 Agenda. Operational services in the areas of specialized information, technical cooperation and training activities will strengthen networking and the sharing of good practices at the subregional, regional and interregional levels, including South-South cooperation modalities.
- 21.8 ECLAC will continue to offer its value proposition to member States by combining its three main functions: the think tank and thought leadership role in performing analytical, normative and knowledge management work; the convening capacity through its intergovernmental platforms and subsidiary bodies; and the operational role by providing technical cooperation, advisory and capacity development services and peer learning, anchored in rigorous data and evidence-based analysis and understanding of the realities of the region. The Commission will continue to foster a multisectoral and integrated approach to development and give a voice to countries in special situations, including the single least developed country in the region, the landlocked developing countries, the small island developing States of the Caribbean and the middle-income countries, which make up the majority of the region albeit with great heterogeneity. The Commission will continue to provide integrated and comprehensive follow-up to global summits from a regional perspective, coordinating the region's approach to the implementation of the 2030 Agenda. In 2023, the Commission will convene the sixth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, which will report directly to the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council.
- 21.9 With regard to cooperation with other entities at the global, regional and national levels, ECLAC will continue to collaborate in particular with the Bretton Woods institutions, including the International Monetary Fund and the World Bank, and with other inter-American and Ibero-American organizations, such as the Organization of American States, the Inter-American Development Bank, the Ibero-American Secretariat and the Development Bank of Latin America. Furthermore, ECLAC will reinforce its close cooperation with all regional mechanisms, including the Community of Latin American and Caribbean States (CELAC), the Caribbean Community (CARICOM), the Latin American Integration Association, the Southern Common Market, the Central American Integration System, the Pacific Alliance and the Bolivarian Alliance for the Peoples of Our America. In addition, ECLAC will strengthen its collaboration with private sector

associations, non-governmental and civil society organizations, think tanks and academia to promote policy dialogue and active engagement in the implementation of the 2030 Agenda, which is ultimately driven by member States.

- 21.10 With regard to inter-agency coordination and liaison, ECLAC will collaborate actively with the United Nations resident coordinator system and the United Nations country teams in the region.
- 21.11 With regard to the external factors, the overall plan for 2023 is based on the following planning assumptions:
- (a) The international community continues to be committed to implementing the 2030 Agenda and achieving the Sustainable Development Goals and to sustain coordinated multilateral actions to overcome the health-related and socioeconomic impact of the COVID-19 pandemic;
 - (b) The countries of Latin America and the Caribbean continue to support and attach high priority to multilateralism, regional and subregional cooperation, integration and the gradual convergence of integration schemes with a view to broadening the opportunities for achieving economic, social and environmentally sustainable development;
 - (c) The regional and international communities support States members of ECLAC and respond to their specific needs and concerns in relation to: (i) international trade, integration and the provision of logistics infrastructure and trade facilitation; (ii) their productive development, innovation, digital policies and macroeconomic policies; (iii) social development, social protection and equality, with full respect for human rights, including the implementation of the Regional Agenda to promote inclusive social development; (iv) attaching priority to mainstreaming a gender perspective in public policies, gender equality and the empowerment of women, taking into consideration the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030 and the Santiago Commitment adopted by the States members of ECLAC at the fourteenth session of the Regional Conference on Women in Latin America and the Caribbean; (v) the implementation of the Programme of Action of the International Conference on Population and Development beyond 2014, the Montevideo Consensus on Population and Development and the Regional Strategy for the Implementation of the Madrid International Plan of Action on Ageing; (vi) good governance, sustainable exploitation of natural resources, food safety and the promotion of the bioeconomy and the circular economy; (vii) incorporating environmental and urban concerns into public policies; (viii) according priority to development planning and public management at both the national and the subnational levels; and (ix) supporting the work of the Statistical Conference of the Americas and the priorities set out for statistical development in the region.
- 21.12 The Commission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Commission will continue to ensure that gender focal points (see General Assembly resolution [76/142](#)) are consulted in programme formulation and that gender analysis (see Assembly resolution [74/235](#)) is integrated into all areas under the Commission's mandate. For instance, result 3 of subprogramme 5 reflects the increased importance of the care economy owing to the impact of the COVID-19 pandemic, and the growing demands of the region's countries for technical assistance and capacity development aimed at formulating and developing care regulations and policies, to foster a transformative and sustainable recovery from the pandemic with equality at the centre and to promote comprehensive care systems, decent work and the full and effective participation of women in strategic sectors of the economy.
- 21.13 In line with the United Nations Disability Inclusion Strategy and guided by the Commission's Disability Inclusion Strategy 2021–2025, ECLAC will work to further advance the inclusion of persons with disabilities and ensure the full realization of their rights. This will include implementing inclusive and comprehensive measures regarding the accessibility of facilities, reasonable accommodations, including improvements in audiovisual technology in conference rooms, as well as the adaptation of office space and furniture to facilitate the full participation and inclusion of persons with disabilities in the daily work of the Commission.

Programme performance in 2021

Impact of the pandemic

- 21.14 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular the need to adapt the modalities of planned deliverables, with implementation shifting from face-to-face activities to virtual settings, under all subprogrammes. While virtual modalities enabled the participation of a greater number of beneficiaries in seminars, workshops and meetings, it also presented challenges, given the unequal access to Internet services within and among member States in the region. Tailor-made technical assistance and policy advice to senior national and sectoral authorities were affected as a result of the deprivation of the possibility of face-to-face meetings and exchanges. Furthermore, in 2021, the fourth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development was held in a hybrid format, providing a space for peer learning and the exchange of experiences and best practices among Governments, civil society, academia and the business community, as well as the United Nations resident coordinators and regional directors of United Nations agencies, funds and programmes, to support the implementation of the 2030 Agenda, in line with regional priorities and specificities.
- 21.15 In response to the evolving needs of States members of ECLAC, the Commission elaborated and proposed the plan for self-sufficiency in health matters in Latin America and the Caribbean, upon request from the pro tempore Chair of CELAC. The plan is intended to advance lines of action for strengthening capacities to produce and distribute vaccines, medicines and other health-related inputs in CELAC countries and to reinforce regional coordination and collaboration in health-related regulatory matters. The plan was approved unanimously at the sixth Summit of Heads of State and Government of CELAC, held in Mexico City in September 2021.

Legislative mandates

- 21.16 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

55/2	United Nations Millennium Declaration	66/71	International cooperation in the peaceful uses of outer space
58/269	Strengthening of the United Nations: an agenda for further change	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
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	66/125; 73/141; 75/151	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization	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
63/260	Development-related activities		
64/172; 66/155; 68/158; 71/192; 75/182	The right to development		
64/200; 70/204	International Strategy for Disaster Reduction	66/161; 70/159; 71/197	Globalization and its impact on the full enjoyment of all human rights
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation	66/165; 68/180	Protection of and assistance to internally displaced persons
64/289	System-wide coherence	66/166; 70/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
65/1	Keeping the promise: united to achieve the Millennium Development Goals		

Part V Regional cooperation for development

66/172; 68/179; 70/147; 74/148	Protection of migrants	68/134; 69/146; 71/164; 74/125; 75/152; 76/138	Follow-up to the Second World Assembly on Ageing
66/200; 71/228; 75/217	Protection of global climate for present and future generations of humankind	68/160; 70/153	Enhancement of international cooperation in the field of human rights
66/210; 70/211	Role of the United Nations in promoting development in the context of globalization and interdependence	68/192; 70/179	Improving the coordination of efforts against trafficking in persons
66/213	Fourth United Nations Conference on the Least Developed Countries	68/198	Information and communications technologies for development
66/216; 70/219	Women in development	68/201; 73/220; 75/204	International financial system and development
66/217; 68/228; 72/235	Human resources development	68/202; 71/216; 72/204; 73/221; 75/205	External debt sustainability and development
66/288	The future we want	68/204	Follow-up to the International Conference on Financing for Development
67/12; 75/14	Cooperation between the United Nations and the Latin American and Caribbean Economic System	68/210; 71/223; 73/227; 74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
67/140	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond	68/220	Science, technology and innovation for development
67/148; 69/151; 70/133; 74/128; 76/142	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly	68/222; 70/215; 72/230; 74/231	Development cooperation with middle-income countries
67/164; 69/183; 71/186; 73/163; 75/175	Human rights and extreme poverty	68/234; 73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
67/205; 75/214	Towards the sustainable development of the Caribbean Sea for present and future generations	69/177; 71/191; 73/171; 75/179	The right to food
67/207	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	69/187 69/313	Migrant children and adolescents
67/215; 69/225	Promotion of new and renewable sources of energy	70/1	Addis Ababa Action Agenda of the Third International Conference on Finance for Development (Addis Ababa Action Agenda)
67/217; 73/240; 75/225	Towards a New International Economic Order	70/126; 72/142; 74/120; 76/136	Transforming our world: the 2030 Agenda for Sustainable Development
67/218	Promoting transparency, participation and accountability in fiscal policies	70/127; 74/121 70/131	Promoting social integration through social inclusion
67/226; 71/243; 75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	70/132; 74/126; 76/140	Policies and programmes involving youth
67/230; 69/202	The role of the United Nations in promoting a new global human order	70/138; 76/146 70/140; 73/262	Convention on the Elimination of All Forms of Discrimination against Women
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council		Improvement of the situation of women and girls in rural areas
68/4	Declaration of the High-level Dialogue on International Migration and Development		The girl child
68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals	70/163	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
			National institutions for the promotion and protection of human rights

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70/189 ; 72/206	Financial inclusion for sustainable development	73/142 ; 75/154	Inclusive development for and with persons with disabilities
70/217 ; 72/232	Follow-up to the second United Nations Conference on Landlocked Developing Countries	73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
70/223 ; 71/245 ; 73/253 ; 75/235	Agriculture development, food security and nutrition	73/179 ; 75/176	The right to privacy in the digital age
70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level	73/219 ; 74/201 ; 75/203	International trade and development
71/177 ; 73/155	Rights of the child	73/223 ; 75/208	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
71/178 ; 74/135 ; 75/168	Rights of indigenous peoples	73/225 ; 75/211	Entrepreneurship for sustainable development
71/180	International Convention on the Elimination of All Forms of Racial Discrimination	73/239 ; 75/224	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
71/190 ; 72/172	Promotion of a democratic and equitable international order		
71/225 ; 75/215	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	73/247 ; 75/231	Industrial development cooperation
		73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
		74/197 ; 75/202	Information and communications technologies for sustainable development
71/229	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa	74/199 ; 75/207	Promoting investments for sustainable development
		74/229	Science, technology and innovation for sustainable development
71/230	Implementation of the Convention on Biological Diversity and its contribution to sustainable development	74/270	Global solidarity to fight the coronavirus disease 2019 (COVID-19)
71/233 ; 73/236 ; 74/225	Ensuring access to affordable, reliable, sustainable and modern energy for all	74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
71/244 ; 76/221	South-South cooperation	74/307	United response against global health threats: combating COVID-19
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	75/4	Special session of the General Assembly in response to the coronavirus disease (COVID-19) pandemic
		75/226	International migration and development

Economic and Social Council resolutions and decisions

Decision 2004/310	Implementation of and follow-up to major United Nations conferences and summits	2012/30	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
2008/18	Promoting full employment and decent work for all		
2009/5	Recovering from the crisis: a Global Jobs Pact		
2012/2	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to education	2013/5	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2012/9	Poverty eradication		

Part V Regional cooperation for development

2013/16; 2016/2; 2018/7; 2019/2; 2020/9; 2021/7	Mainstreaming a gender perspective into all policies and programmes in the United Nations system	2018/5	Strategies for eradicating poverty to achieve sustainable development for all
2013/44; 2014/11	Follow-up to the International Conference on Financing for Development	2019/24; 2021/28	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all	2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2014/32	Establishment of the Regional Conference on Social Development in Latin America and the Caribbean	2020/7	Affordable housing and social protection systems for all to address homelessness
2016/8	Rethinking and strengthening social development in the contemporary world	2020/13; 2021/29	Science, technology and innovation for development
2016/12	Establishment of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	2020/23	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development	2021/31	Follow-up to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development		

Economic Commission for Latin America and the Caribbean resolutions

552(XXVI)	Strengthening sustainable development in Latin America and the Caribbean	700(XXXVI)	Mexico resolution on the establishment of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development
602(XXX)	Monitoring sustainable development in Latin America and the Caribbean		
615(XXXI)	International migration	717(XXXVII)	Havana resolution
650(XXXIII)	Brasilia resolution	722(XXXVII); 742(XXXVIII)	Regional Conference on Social Development in Latin America and the Caribbean
653(XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean	728(XXXVII)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2020
655(XXXIII); 746(XXXVIII)	Caribbean Development and Cooperation Committee	736(PLEN.34)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2021
657(XXXIII); 670(XXXIV)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean	737(XXXVIII)	San José resolution
666(XXXIV)	San Salvador resolution	748(XXXVIII)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2022
690(XXXV)	Lima resolution		
697(XXXVI)	Horizons 2030 resolution	751(PLEN.36)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2023
699(XXXVI); 719(XXXVII); 739(XXXVIII)	Regional Conference on Women in Latin America and the Caribbean		

**Subprogramme 1
International trade, integration and infrastructure***General Assembly resolutions*

64/255; 66/260; 74/299	Improving global road safety	69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
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74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	75/17	International cooperation to address challenges faced by seafarers as a result of the COVID-19 pandemic to support global supply chains
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Economic Commission for Latin America and the Caribbean resolutions

608(XXX)	Promotion of coordination in studies and activities concerning South America	732(XXXVII); 745(XXXVIII)	Review of the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
711(XXXVI)	Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024		

**Subprogramme 2
Production and innovation***Economic and Social Council resolutions*

2011/37	Recovering from the world financial and economic crisis: a Global Jobs Pact
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Economic Commission for Latin America and the Caribbean resolutions

672(XXXIV)	Establishment of the Conference on Science, Innovation and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean	750(XXXVIII)	Conference on Science, Innovation and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean
729(XXXVII); 747(XXXVIII)	Ministerial Conference on the Information Society in Latin America and the Caribbean		

**Subprogramme 3
Macroeconomic policies and growth***General Assembly resolutions*

63/229	Role of microcredit and microfinance in the eradication of poverty	75/156	Strengthening national and international rapid response to the impact of the coronavirus disease (COVID-19) on women and girls
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)	75/157	Women and girls and the response to the coronavirus disease (COVID-19)
65/146	Innovative mechanisms of financing for development	75/213	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
73/222; 75/206	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development		

Economic and Social Council resolutions

2008/16	Committee of Experts on International Cooperation in Tax Matters	2017/3	United Nations code of conduct on cooperation in combating international tax evasion
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up	2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies
2011/39	Follow-up to the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development: consideration of the possible establishment of an ad hoc panel of experts		

Economic Commission for Latin America and the Caribbean resolutions

713(XXXVI) Regional follow-up to the outcomes of conferences on financing for development

**Subprogramme 4
Social development and equality**

General Assembly resolutions

66/164	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human rights and Fundamental Freedoms	74/2 74/237	Political declaration of the high-level meeting on universal health coverage Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
66/168	Elimination of all forms of intolerance and of discrimination based on religion or belief	75/130	Global health and foreign policy: strengthening health system resilience through affordable health care for all
73/246	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)	76/1	United Against racism, racial discrimination, xenophobia and related intolerance

Economic and Social Council resolutions

2012/11	Mainstreaming disability in the development agenda	2021/10	Socially just transition towards sustainable development: the role of digital technologies on social development and well-being of all
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**Subprogramme 5
Gender equality and women’s autonomy**

General Assembly resolutions

66/173	Follow-up to the International Year of Human rights Learning	71/170; 75/161	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: domestic violence
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons	72/1	Political declaration on the implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families	73/17	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human rights and Fundamental Freedoms: protecting women human rights defenders	73/146; 75/158 73/151	Trafficking in women and girls Office of the United Nations High Commissioner for Refugees
68/191; 70/176	Taking action against gender-related killing of women and girls	73/153 73/154 73/209	Child, early and forced marriage Protecting children from bullying Protection of persons in the event of disasters
69/132	Global health and foreign policy	73/210	Strengthening and promoting the international treaty framework
69/147	Intensification of efforts to eliminate all forms of violence against women and girls	73/294	Twenty-fifth anniversary of the Fourth World Conference on Women
69/176	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all	73/302; 75/321	United Nations action on sexual exploitation and abuse
69/236	World Survey on the Role of Women in Development	75/157	Women and girls and the response to the coronavirus disease (COVID-19)
70/130; 76/141	Violence against women migrant workers		

Economic and Social Council resolutions

2008/33	Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons	2015/21	Taking action against gender-related killing of women and girls
2009/15	Future organization and methods of work of the Commission on the Status of Women	2015/23	Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women	2020/15	Multi-year programme of work of the Commission on the Status of Women
2012/16	Promoting efforts to eliminate violence against migrants, migrant workers and their families		

**Subprogramme 6
Population and development**

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	70/164	Measures to enhance the promotion and protection of the human rights and dignity of older persons
59/174	Second International Decade of the World's Indigenous People	71/165	Inclusive development for persons with disabilities
61/295	United Nations Declaration on the Rights of Indigenous Peoples	75/170	International Day for People of African Descent
65/198	Indigenous issues	75/237	A global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
68/151	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action	75/314	Establishment of the Permanent Forum of People of African Descent
70/157	Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief		

Economic and Social Council decisions

2012/232	Special session of the General Assembly on follow-up to the International Conference on Population and Development beyond 2014	2021/230	Report of the Commission on Population and Development on its fifty-fourth session and provisional agenda and documentation for its fifty-fifth session
2021/236	Venue and dates of the twenty-first session of the Permanent Forum on Indigenous Issues	2021/237	Report of the Permanent Forum on Indigenous Issues on its twentieth session and provisional agenda of its twenty-first session

Economic Commission for Latin America and the Caribbean resolutions

569(XXVII)	Latin American and Caribbean Demographic Centre-Population Division of ECLAC	681(XXXV); 723(XXXVII); 743(XXXVIII)	Regional Conference on Population and Development in Latin America and the Caribbean
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**Subprogramme 7
Sustainable development and human settlements**

General Assembly resolutions

63/281	Climate change and its possible security implications	69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway
64/203	Convention on Biological Diversity		

Part V Regional cooperation for development

69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	71/256 75/224	New Urban Agenda Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
71/231	Report of the United Nations Environment Assembly of the United Nations Environment Programme		
71/235	Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)		

Economic and Social Council resolutions

2017/24	Human settlements	2021/31	Follow-up to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean
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Economic Commission for Latin America and the Caribbean resolutions

594(XXIX); 686(XXXV); 693(PLEN.30); 706(XXXVI)	World Summit on Sustainable Development Application of Principle 10 of the Rio Declaration on Environment and Development in Latin America and the Caribbean	725(XXXVII); 744(XXXVIII)	Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean
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United Nations Environment Assembly resolutions

1/13	Implementation of Principle 10 of the Rio Declaration on Environment and Development	2/25	Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region
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**Subprogramme 8
Natural resources***General Assembly resolutions*

62/98	Non-legally binding instrument on all types of forests	70/235 71/222	Oceans and the law of the sea International Decade for Action, “Water for Sustainable Development”, 2018–2028
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
66/205	Sustainable mountain development		
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation	73/236	Ensuring access to affordable, reliable, sustainable and modern energy for all
70/198	Agricultural technology for sustainable development	73/253	Agriculture development, food security and nutrition

Economic and Social Council resolutions and decisions

Decision 2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources	2006/49	Outcome of the sixth session of the United Nations Forum on Forests
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Economic Commission for Latin America and the Caribbean resolutions

669(XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields		
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**Subprogramme 9
Planning and public management for development**

General Assembly resolutions

69/327	Promoting inclusive and accountable public services for sustainable development	71/327	The United Nations in global economic governance
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Economic and Social Council resolutions

2016/26	Report of the Committee of Experts on Public Administration on its fifteenth session	2018/12	Report of the Committee of Experts on Public Administration on its seventeenth session
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2017/23	Report of the Committee of Experts on Public Administration on its sixteenth session	2021/12	Report of the Committee of Experts on Public Administration on its twentieth session
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Economic Commission for Latin America and the Caribbean resolutions

701(XXXVI); 740(XXXVIII)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)
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**Subprogramme 10
Statistics**

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics
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Economic and Social Council resolutions and decisions

2000/7	Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean	Decision 2014/219	Report of the Statistical Commission on its forty-fifth session and the provisional agenda and dates for the forty-sixth session of the Commission
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2006/6	Strengthening statistical capacity	2016/27	Strengthening institutional arrangements on geospatial information management
2013/21	Fundamental Principles of Official Statistics		

Economic Commission for Latin America and the Caribbean resolutions

649(XXXIII); 668(XXXIV); 678(XXXVI); 702(XXXVI); 721(XXXVII); 741(XXXVIII)	Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean	712(XXXVI)	Regional integration of statistical and geospatial information
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**Subprogramme 11
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico**

General Assembly resolutions

68/207	Sustainable tourism and sustainable development in Central America	75/227	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
69/16	Programme of activities for the implementation of the International Decade for People of African Descent	75/230	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations	75/269	Cooperation between the United Nations and the Organisation for Economic Co-operation and Development (OECD)
71/101 A	Information in the service of humanity		

Economic and Social Council resolutions

2004/52	Long-term programme of support for Haiti	2014/7	Further implementation of the Madrid International Plan of Action of Ageing, 2002
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women	2016/15	Programme of Action for the Least Developed Countries for the Decade 2011–2020

Economic Commission for Latin America and the Caribbean resolutions

624(XXXI)	Support for the United Nations Stabilization Mission in Haiti
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**Subprogramme 12
Subregional activities in the Caribbean**

General Assembly resolutions

68/304	Towards the establishment of a multilateral legal framework for sovereign debt restructuring processes	73/292	2020 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society	73/347; 75/323	Cooperation between the United Nations and the Caribbean Community
70/128	Cooperatives in social development	74/223	Education for sustainable development in the framework of the 2030 Agenda for Sustainable Development
70/263	Cooperation between the United Nations and the International Organization for Migration	74/230	Culture and sustainable development
70/296	Agreement concerning the Relationship between the United Nations and the International Organization for Migration	75/122	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development	75/131	United Nations Decade of Healthy Ageing (2021–2030)
73/2	Political declaration of the third high-level meeting of the General Assembly on the prevention and control of non-communicable diseases	75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
73/104	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories	75/216	Disaster risk reduction
		75/229	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection

Economic and Social Council resolutions

2015/10	2020 World Population and Housing Census Programme	2020/8	Modalities for the fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2018/3	Future organization and methods of work of the Commission for Social Development	2021/2 A and B	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2018/6	Third review and appraisal of the Madrid International Plan of Action on Ageing, 2002	2021/11	Report of the Committee for Development Policy on its twenty-third session
2018/21	Admission of French Guiana as an associate member of the Economic Commission for Latin America and the Caribbean	2021/27	United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases

Subprogramme 13
Support for regional and subregional integration and cooperation processes and organizations

General Assembly resolutions

65/177	Operational activities for development of the United Nations system	71/318	Second High-level United Nations Conference on South-South Cooperation
66/223	Towards global partnerships	74/274	International cooperation to ensure global access to medicines, vaccines and medical equipment to face COVID-19

Economic Commission for Latin America and the Caribbean resolutions

730(XXXVII); 749(XXXVIII)	Committee on South-South Cooperation	752(PLEN.36)	Establishment of the Regional Conference on South-South Cooperation in Latin America and the Caribbean
731(XXXVII)	Seventieth anniversary of the Economic Commission for Latin America and the Caribbean		

Deliverables

21.17 Table 21.1 lists all cross-cutting deliverables of the programme.

Table 21.1
Cross-cutting deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	5	3
1. Draft of the programme of work of the ECLAC system	1	1	1	1
2. Report on the activities of the Commission	1	1	1	1
3. Report on the session of the Commission	–	–	1	–
4. Report on the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	1	1	1	1
5. Main substantive document to be discussed at the session of the Commission	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	15	17	32	32
Meetings of the:				
6. Commission	–	–	15	15
7. Committee of the Whole	2	2	–	2
8. Forum of the Countries of Latin America and the Caribbean on Sustainable Development	10	10	10	10
9. Regional collaborative platform	2	2	2	2
10. Committee for Programme and Coordination	1	1	1	1
11. Advisory Committee on Administrative and Budgetary Questions	1	2	2	2
12. Fifth Committee	1	2	2	2
B. Generation and transfer of knowledge				
Publications (number of publications)	5	5	5	5
13. <i>CEPAL Review</i>	3	3	3	3
14. On the implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in Latin America and the Caribbean	1	1	1	1
15. On the joint activities with agencies, funds and programmes with a presence in the region	1	1	1	1

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: booklets, fact sheets, wall charts and information kits; the *ECLAC Notes* electronic newsletter; and public information materials related to the United Nations, ECLAC events and special observances.

External and media relations: guided tours of ECLAC premises in Santiago; photographic coverage of ECLAC meetings and activities and audiovisual products on the work of ECLAC; press conferences and media stakes related to the launch of flagship publications and other relevant documents of ECLAC and of the United Nations; press releases in Spanish and English related to the work of ECLAC and of the United Nations; and interviews with United Nations/ECLAC spokespersons by national and international news media.

Digital platforms and multimedia content: Regional inter-agency knowledge and data platform on the implementation of the Sustainable Development Goals; ECLAC digital repository; and social media campaigns.

Evaluation activities

- 21.18 The following evaluations completed in 2021 have guided the proposed programme plan for 2023:
 - (a) Office of Internal Oversight Services evaluation: Evaluation synthesis on strategic planning;
 - (b) Joint Inspection Unit evaluation: Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024;
 - (c) Evaluations on socio-environmental challenges in Latin America and the Caribbean (subprogramme 7) and on the use of big data for measuring and fostering the digital economy in the region (subprogramme 2).
- 21.19 The results and lessons of the evaluations referenced above have been taken into account for the programme plan for 2023. For example, a recommendation to further the implementation of the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement) has been incorporated into the plan for subprogramme 7 through the addition of substantive services for meetings to strengthen regional cooperation and implementation on topics under the Escazú Agreement.
- 21.20 A midterm evaluation on the Commission’s approach to mainstreaming a gender perspective across all subprogrammes is planned for 2023.

Programme of work

Subprogramme 1

International trade, integration and infrastructure

Objective

- 21.21 The objective, to which this subprogramme contributes, is to advance sustainable development and strengthen the role of Latin America and the Caribbean in international trade and the global economy by deepening regional integration and enhancing logistics and infrastructure.

Strategy

- 21.22 To contribute to the objective, the subprogramme will:
 - (a) Support the capacities of member States to cooperate and participate more effectively in global and regional trade, reduce their dependency on the export of primary products and strengthen regional supply chains, thus contributing to the attainment of Sustainable Development Goals 8 and 12;

- (b) Enhance the capacities of member States to face new challenges, such as digital trade and services, participation in global and regional value chains, internationalization of small and medium-sized enterprises, trade facilitation, new public and private standards, environmental sustainability and links with emerging issues in the area of trade infrastructure, by conducting analyses at the country and regional levels, thus contributing to the attainment of Goal 10;
- (c) Assist member States in the development and review of logistics policies at the national and subregional levels; and provide policy recommendations and technical assistance to monitor the economic infrastructure gap and investment in the region, disseminate new policy options and promote the exchange of good practices in logistics and transport infrastructure operation (with an emphasis on ports and main trade corridors);
- (d) Analyse logistics, trade facilitation and infrastructure development at the national and transboundary levels, with a particular focus on landlocked developing countries and other member States with special needs, thus contributing to the attainment of target 17.11;
- (e) Seek to mainstream the balance among efficiency, resilience and sustainability as a pillar for logistics infrastructure policies and support the implementation of policies that increase the share of industrialized goods in the exports of Latin American and Caribbean countries, thus contributing to the attainment of Goal 9;
- (f) Examine the impact of the COVID-19 pandemic in all its publications, capacity-building activities and technical assistance services, as relevant.

21.23 The above-mentioned work is expected to result in:

- (a) National policies that promote more sustained, inclusive and sustainable economic growth through sustainable consumption and production patterns;
- (b) Formulation and negotiation of trade policies by countries and implementation and administration of trade agreements at the bilateral, regional, plurilateral and multilateral levels while ensuring special and differentiated treatment for developing countries;
- (c) More effective participation by countries in the region in global and regional value chains, including through reduced logistics overcost and increased sustainable trade;
- (d) Policies for a more sustainable and resilient recovery from COVID-19.

Programme performance in 2021

Small and medium-sized enterprises incorporated into trade, logistics and regional integration strategies

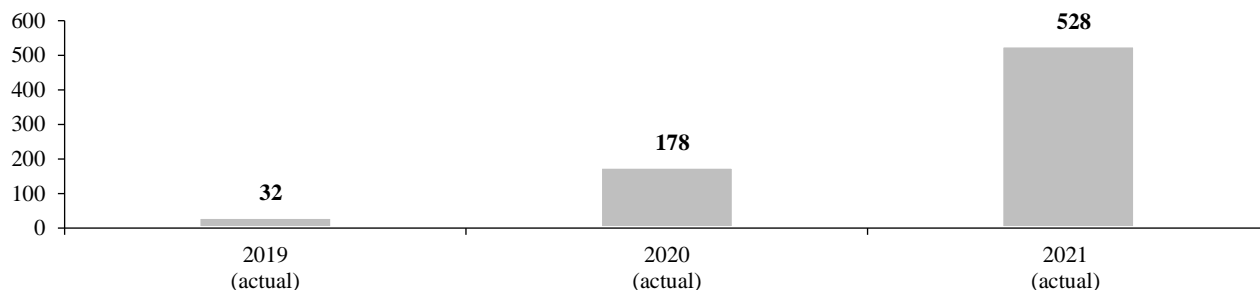
21.24 The incorporation of small and medium-sized enterprises into international trade logistics and regional integration is important to recognize and to stimulate. The promotion of their inclusion and diversification is an essential component of public policies in this area. The subprogramme seeks to build capacities and undertake actions to include the perspective of small and medium-sized enterprises in public policies as a means of recognizing their significant role in the economy and identifying the obstacles these firms face in international trade, logistics and regional integration.

21.25 During 2021, the subprogramme organized virtual technical capacity-building activities and events oriented towards increasing the participation of small and medium-sized enterprises in international trade, logistics and regional integration. Activities were implemented in coordination with the Division of Production, Productivity and Management, the United Nations Conference on Trade and Development, the International Trade Centre, the Inter-American Development Bank, trade promotion organizations, chambers of commerce and small and medium-sized enterprise branch organizations. One high-level seminar was organized to analyse the importance of digital transformation for small and medium-sized enterprises in overcoming several barriers to participation in international trade, logistics and regional integration. Also, three virtual learning courses were organized for public institutions in the region: one on the same topic of the high-level seminar and two on the challenges and opportunities for small and medium-sized enterprises in cross-border e-commerce in Latin America and the Caribbean.

21.26 Progress towards the objective is presented in the performance measure below (see figure 21.I).

Figure 21.I

Performance measure: number of public officials with increased knowledge and capacity to promote increased participation of small and medium-sized enterprises in international trade, logistics and regional integration



Planned results for 2023

Result 1: fostering logistics competitiveness through the coordination of regional policies on trade facilitation and infrastructure

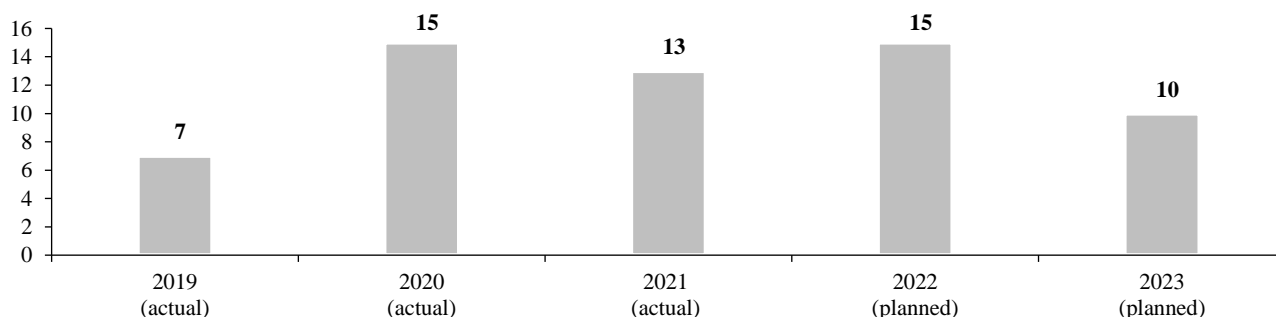
Programme performance in 2021 and target for 2023

21.27 The subprogramme’s work contributed to eight references being made in presidential or ministerial resolutions related to transport, logistics and trade facilitation, which met the planned target.

21.28 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.II).

Figure 21.II

Performance measure: number of references in presidential or ministerial resolutions related to transport, logistics or trade facilitation in Latin American and Caribbean countries (annual)



Result 2: improved coordination of policies on trade, logistics infrastructure and regional integration

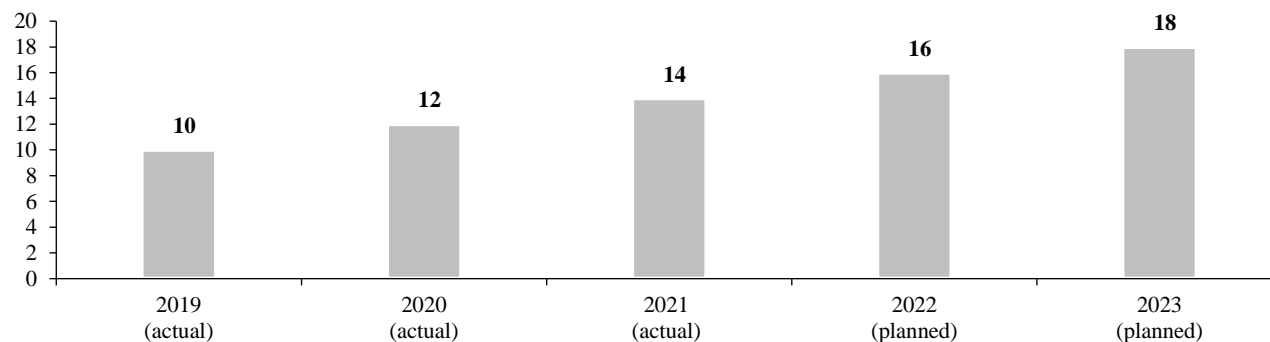
Programme performance in 2021 and target for 2023

21.29 The subprogramme’s work contributed to 14 country institutions requesting support in implementing more coordinated trade and logistics strategies, which met the planned target. The institutions enhanced their abilities to analyse policies in the areas of production, trade, logistics infrastructure and digital innovations with the aim of reducing internal logistics costs and creating regional services with added value to achieve a better recovery from the impact of the COVID-19 pandemic.

21.30 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.III).

Figure 21.III

Performance measure: number of Latin American and Caribbean country institutions requesting technical support in implementing more coordinated trade and logistics strategies within a regional perspective (cumulative)



Result 3: improved capacity of member States to identify key economic sectors for sustainable recovery from the COVID-19 pandemic

Proposed programme plan for 2023

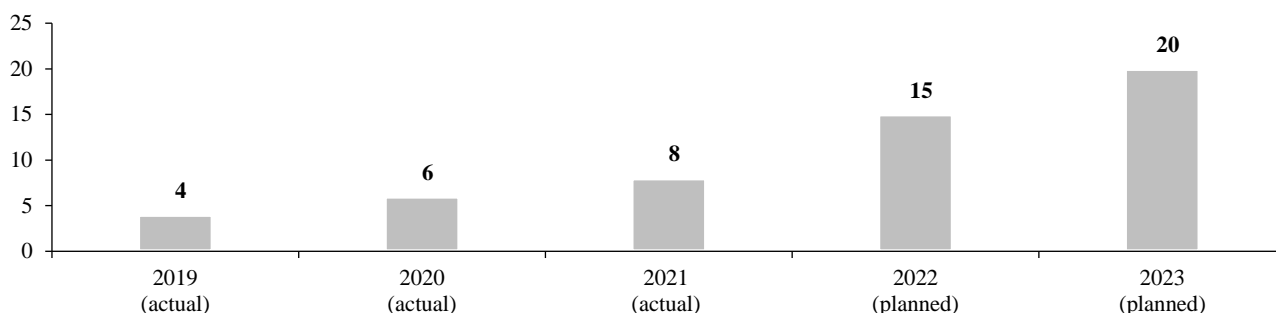
- 21.31 Regional integration strengthens trade and productive relations among trading partners and is essential in the recovery from the pandemic. Vulnerable sectors affected by the pandemic and sectors that have been resilient during the pandemic or show potential to foster trade integration must be identified. The subprogramme has enhanced the technical capacity of all regional integration schemes in the region in the use of input-output tables to diagnose the strengths and weaknesses of the regional value chains within each scheme and has to advance in the assembly of a biregional input-output table with the European Union.

Lessons learned and planned change

- 21.32 The lesson for the subprogramme was twofold. More reliable and detailed data are required to identify new strategic sectors and sex-disaggregated data are necessary to increase the employment of women in those sectors. Both elements are required to elaborate inclusive and innovative trade and integration policies for a robust, resilient and sustainable recovery. In applying the lesson, the subprogramme will work more closely with statistical and sectoral institutions in order to obtain more accurate and reliable sex-disaggregated data and reliable and detailed data on potential new strategic sectors, such as the pharmaceutical and electromobility sectors.
- 21.33 Expected progress towards the objective is presented in the performance measure below (see figure 21.IV).

Figure 21.IV

Performance measure: number of Latin American and Caribbean national or regional institutions with improved capacity to identify vulnerable, resilient and potential sectors in the recovery from the pandemic (cumulative)



Deliverables

21.34 Table 21.2 lists all deliverables of the subprogramme.

Table 21.2

Subprogramme 1: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
1. Provision of infrastructure and logistics services that promote economic efficiency, social equality and environmental sustainability, and increasing the integration of physical infrastructure in the region	1	1	1	1
Seminars, workshops and training events (number of days)	8	8	8	8
2. Workshops and seminars on the relation between regional trade policy and the attainment of the Sustainable Development Goals; comparative strategies for deepening regional value chains; new challenges in the region related to resilient and sustainable logistics, mobility and infrastructure policies; links between trade and other public policies in the light of development in the global economy and international trade; and cooperation and trade facilitation initiatives in the region	8	8	8	8
Publications (number of publications)	22	22	22	20
3. <i>International Trade Outlook for Latin America and the Caribbean</i>	1	1	1	1
4. On economic relations with the United States of America and on capital flows to the region; and emerging trade and financial issues in the global economy and the implementation of the Sustainable Development Goals in Latin America and the Caribbean	8	8	9	8
5. On trade and development; maritime transport, sustainable logistics, mobility and infrastructure policies and regional integration; and value chains, modern services and e-commerce in the region	13	13	12	11
Technical materials (number of materials)	10	10	10	10
6. <i>Bulletin on the Facilitation of Transport and Trade in Latin America and the Caribbean</i>	6	6	6	6
7. On international trade in goods in Latin America and the Caribbean	4	4	4	4

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on value chains, trade policy, integration, sustainable logistics, mobility and infrastructure policies, and social and sustainability issues.

Databases and substantive digital materials: databases on trade data and disputes, bond issuance, spreads and credit ratings, sustainable logistics, the Maritime and Logistics Profile of Latin America and the Caribbean data tool, and other data on infrastructure services.

D. Communication deliverables

Outreach programmes, special events and information materials: *CEPAL News* newsletter.

**Subprogramme 2
Production and innovation**

Objective

- 21.35 The objective, to which this subprogramme contributes, is to enhance the diversification of productive structures through innovation and the diffusion of new technology and to strengthen linkages and networking between firms.

Strategy

- 21.36 To contribute to the objective, the subprogramme will:
- (a) Promote policy advocacy and the exchange of experiences and best practices with respect to the dynamics of productive development among stakeholders at the regional, national and local levels through meetings, seminars and electronic forums, including the provision of technical cooperation services, such as specific training courses and workshops;
 - (b) Focus on the integration of innovation and new, low-carbon and low-emission technologies in production processes with an emphasis on digital technologies convergence (that is, the integration of the Internet of things, 5G, big data, artificial intelligence, information technology and cognitive science) and new manufacturing processes (the Industrial Internet); and on capacity-building in digital technologies. Particular attention will be given to a gender perspective on structural change, for example, with regard to productivity, digital and employment gaps;
 - (c) Conduct economic analyses along with applied research on the basis of the generation, processing and analysis of information and indicators in various databases, disseminate the result of those studies and submit policy recommendations to Governments, regional bodies and other relevant stakeholders;
 - (d) Facilitate the connection of micro-, small and medium-sized enterprises with larger firms that use advanced technologies so as to integrate them into the process of learning and competition in dynamic foreign and domestic markets and increase the dissemination of technology;
 - (e) Analyse and measure the impact of foreign direct investment so as to devise industrial policies that will have positive effects on learning and the diversification of the production and export structures; and provide technical assistance, upon request by member States, on the assessment, development and implementation of industrial policies and strategies, thus contributing to the attainment of Sustainable Development Goal 9;
 - (f) Continue to provide its analysis of the ongoing impact of COVID-19 on firms and sectors in the region and further support member States in mitigating fragilities and imbalances in the productive structure of the region that have emerged or been exacerbated owing to COVID-19, with particular attention given to the digitalization of the productive sector.

- 21.37 The above-mentioned work is expected to result in:
- (a) The design and implementation of industrial and technology policies by Governments and regulators aimed at diversifying the productive structure and building capacities in Latin American and Caribbean countries;
 - (b) Strengthened national capacities to incorporate innovation and new technologies into production processes;
 - (c) The design and implementation of active policies by Governments and regulators that heighten local innovation and adaptation helping to leverage the potential of foreign direct investment;
 - (d) Strengthened scientific and technological capacity of member States to move towards more sustainable patterns of consumption and production;
 - (e) A diversification process associated with the creation of new opportunities for formal jobs and productivity growth;
 - (f) Increased resilience of the productive sector through a significant increase in the digitalization of firms in the region, including micro-, small and medium-sized enterprises.

Programme performance in 2021

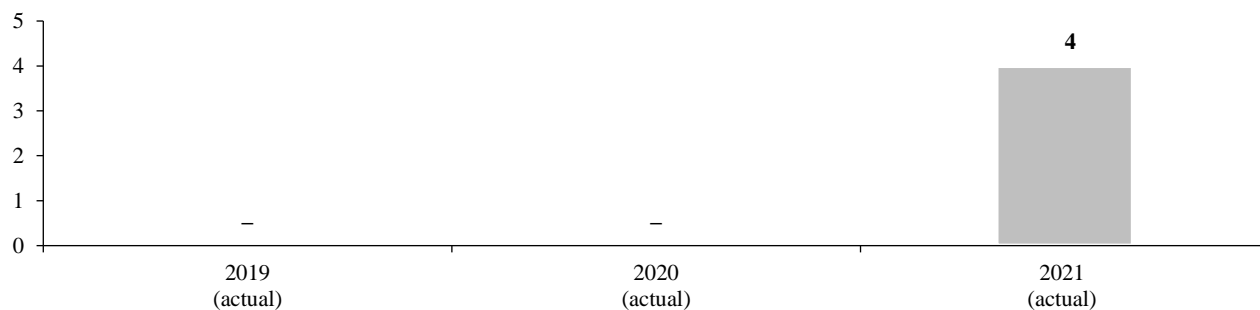
Expanded digital commerce opportunities through a regional digital market

21.38 The implementation of a regional digital market enables the expansion of regional trade opportunities and the greater insertion of small and medium-sized enterprises in international trade. Within the framework of technical assistance provided to the countries of the Pacific Alliance (Chile, Colombia, Mexico and Peru), the subprogramme prepared a strategy for the implementation of the regional digital market in that trade bloc. As a result, during the fifteenth Presidential Summit of the Pacific Alliance, the presidents of the bloc signed the presidential declaration of the Pacific Alliance on the development of the regional digital market and the drive towards digital transformation, with the purpose of advancing in the implementation of the strategy for a regional digital market to improve access to digital commerce, create an enabling environment to promote digital commerce and boost the digital economy to generate new sources of growth and productivity. On 20 October 2021, the Pacific Alliance regional digital market road map was published.

21.39 Progress towards the objective is presented in the performance measure below (see figure 21.V).

Figure 21.V

Performance measure: number of countries that have adopted concrete actions for the implementation of a regional digital market



Planned results for 2023

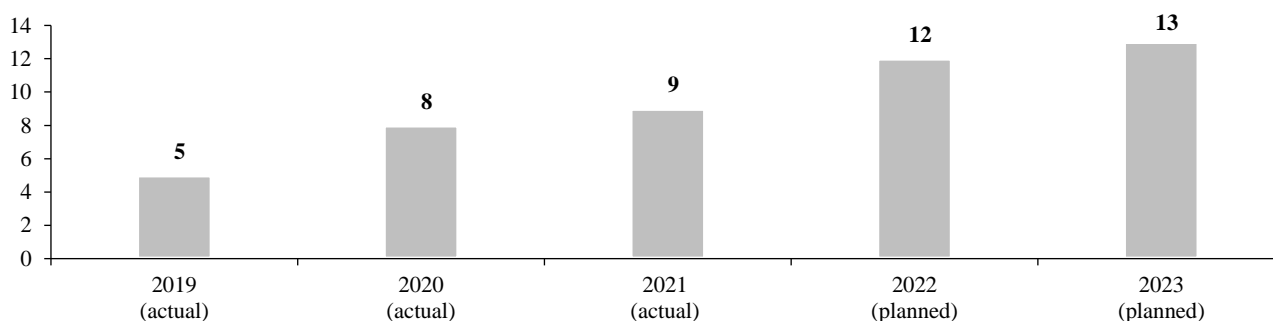
Result 1: development of new public policies to foster the use of new technologies in productive processes

Programme performance in 2021 and target for 2023

- 21.40 The subprogramme's work contributed to supporting the adoption of nine new public policies to foster the use of new technologies in productive processes, which exceeded the planned target of seven new public policies.
- 21.41 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.VI).

Figure 21.VI

Performance measure: number of new public policies to foster the use of new technologies in production processes (cumulative)



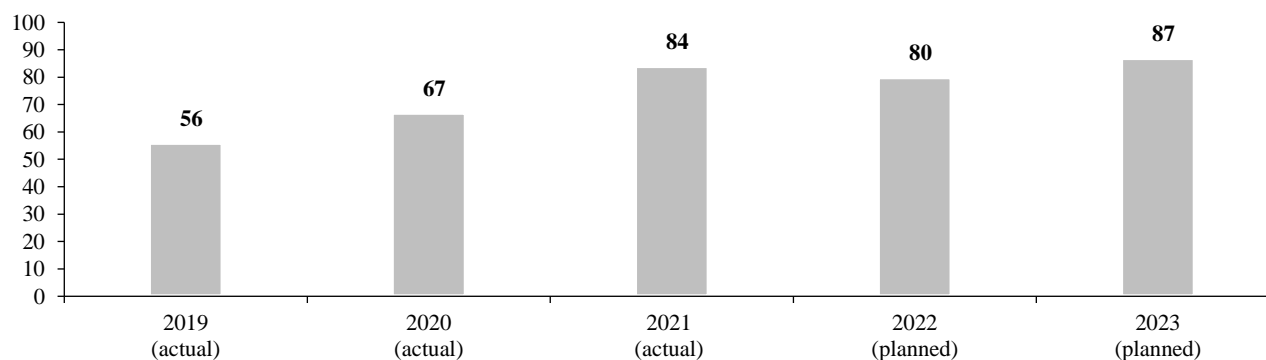
Result 2: improved connectivity to speed up firm digitalization

Programme performance in 2021 and target for 2023

- 21.42 The subprogramme's work contributed to 84 per cent of the countries in the region having fixed broadband speeds that enable intensive use of the Internet, which exceeded the planned target of 75 per cent.
- 21.43 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.VII).

Figure 21.VII

Performance measure: percentage of countries in the region with fixed broadband speeds that enable intensive use of the Internet



Result 3: strengthened capacities to develop public policies, strategies and digital transformation agendas

Proposed programme plan for 2023

21.44 The speed of technological changes, particularly regarding digital technologies and the growing need for their incorporation into both the productive and social spheres, requires normative and regulatory updates to encourage the adoption of such technologies. In that regard, continuous training of public officials is needed so that they are better equipped to support those processes. The subprogramme has been delivering capacity-building activities to countries of the region to strengthen the knowledge and capacity of public officials in the use of digital technologies.

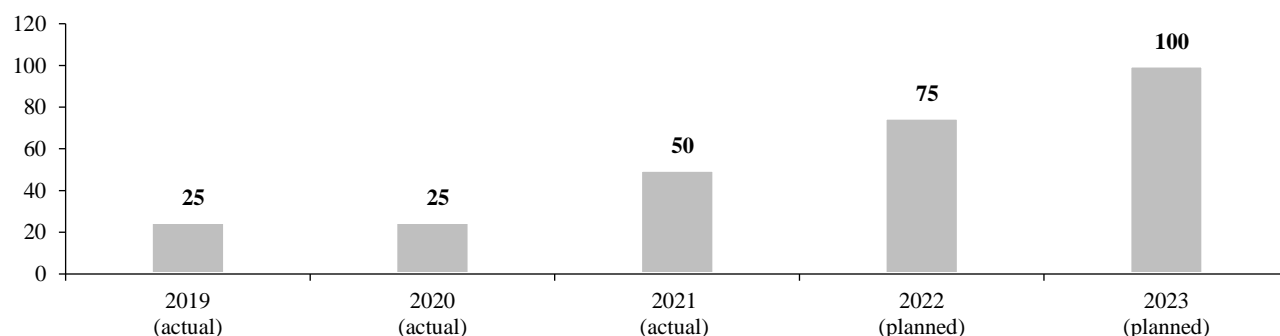
Lessons learned and planned change

21.45 The lesson for the subprogramme was that in order for training activities to be effective, it is important to tailor them to the different national and subregional contexts and, in particular, to take into consideration the differences in the accessibility to Internet services between and within countries. In applying the lesson, the subprogramme will design more effective training programmes and courses that better meet the specific needs of the countries in the region, increasing the number of public officials with enhanced knowledge on the use of digital technologies and strengthened capacity to promote their adoption.

21.46 Expected progress towards the objective is presented in the performance measure below (see figure 21.VIII).

Figure 21.VIII

Performance measure: number of new policies to accelerate digital transformation (cumulative)



Deliverables

21.47 Table 21.3 lists all deliverables of the subprogramme.

Table 21.3

Subprogramme 2: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
1. Meetings of the Conference on Science, Innovation and Information and Communications Technologies of ECLAC	–	6	6	6
2. Preparatory meetings of the Conference on Science, Innovation and Information and Communications Technologies of ECLAC	6	–	–	–

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. On the region's production structure, foreign direct investment and new and emerging technologies and policy	1	1	1	1
Seminars, workshops and training events (number of days)	47	52	47	48
4. Workshops on new technologies and support for small and medium-sized enterprises in the region	6	6	–	–
5. Training and seminars on foreign direct investment and small and medium-sized enterprises and on productive structure diversification	6	6	6	7
6. Courses on innovation policy management and economies of the region	35	43	35	35
7. Meeting of experts to analyse recent structural changes, study the trends and progress of the digital economy and examine recent trends in the behaviour of economic agents in sectors and countries in the region	–	–	6	6
Publications (number of publications)	6	6	7	7
8. <i>Foreign Direct Investment in Latin America and the Caribbean</i>	1	1	1	1
9. On the production structure of the region, foreign investment, industrial policies and new technologies and innovation	5	5	5	5
10. On technological, productive or trade performance in Argentina	–	–	1	1
C. Substantive deliverables				
Consultation, advice, and advocacy: advice to member States, upon request, on policies and strategies for productive development and competitiveness, public-private partnerships, foreign direct investment, and innovation systems and new and emerging technologies.				
Databases and substantive digital materials: databases on economic activity in specific sectors, software for the analysis of the competitiveness of nations and statistical information on the main economic agents in the region.				

Subprogramme 3 Macroeconomic policies and growth

Objective

- 21.48 The objective, to which this subprogramme contributes, is to foster sustainable and inclusive growth in Latin America and the Caribbean by strengthening the capacity of policymakers and other stakeholders in the region to analyse current and emerging macroeconomic and development finance issues and to evaluate, design and implement development-centred macroeconomic and development financing policies that incorporate a gender perspective and are based on comparative policy analysis.

Strategy

- 21.49 To contribute to the objective, the subprogramme will:
- (a) Prepare the annual *Economic Survey of Latin America and the Caribbean*, the *Preliminary Overview of the Economies of Latin America and the Caribbean*, the *Fiscal Panorama of Latin America and the Caribbean* and other reports focusing on Latin America and the Caribbean to support member States in responding to current and emerging macroeconomic and financing for development trends;
 - (b) Conduct applied policy analysis to support member States in the analysis and formulation of macroeconomic and financing for development policies that promote sustainable development in line with the Sustainable Development Goals;

- (c) Facilitate dialogue through seminars and workshops on macroeconomic and financing for development policies, including through the regional fiscal policy seminar, which provides a forum for South-South interaction of policymakers and dialogue with regional and international organizations;
 - (d) Foster the establishment and operation of networks of key stakeholders, including policymakers, academics, private sector analysts, members of civil society organizations and the public at large, to enable regional discussion of key macroeconomic and financing for development issues;
 - (e) Provide technical cooperation and advisory services, upon request, in the areas of macroeconomic, labour and financing for development policies.
- 21.50 These workstreams will help member States to make progress towards achieving all of the Sustainable Development Goals, with a particular emphasis on Goals 8, 10, 16 and 17.
- 21.51 The above-mentioned work is expected to result in:
- (a) Enhanced analysis of current and emerging macroeconomic and development finance issues by policymakers and other stakeholders in the region;
 - (b) Evaluation, design and implementation by policymakers of macroeconomic and development financing policies that incorporate a gender perspective and are based on comparative policy analysis.

Programme performance in 2021

Strengthened regional discussions on the fiscal policy challenges posed by the COVID-19 pandemic

- 21.52 The regional fiscal policy seminar is the pre-eminent forum for the discussion of fiscal policy issues in Latin America and the Caribbean, facilitating the South-South sharing of experiences among policymakers of the region and other key stakeholders such as international organizations, academia and civil society. The subprogramme structured the 2021 edition of the seminar along key fiscal policy issues facing countries as the region deals with the ongoing impact of the COVID-19 pandemic, as well as establishing measures to achieve sustainable growth. The seminar, which was expanded to a four-day event, included a round-table discussion for policymakers and sessions for international organizations and covered a range of topics, including incorporating a gender perspective into fiscal policy in the region, financing for development challenges, tax evasion and illicit financial flows and climate finance. The value of the seminar as a forum to discuss COVID-19-related fiscal policy issues was reflected by the high level of engagement with policymakers and other stakeholders.
- 21.53 Progress towards the objective is presented in the performance measure below (see table 21.4).

Table 21.4
Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>
–	Finance ministers of 19 countries in the region exchange experience on the formulation of fiscal policies to respond to the impact of the COVID-19 pandemic, through the thirty-second regional fiscal policy seminar	380 policymakers and stakeholders (45 per cent women) from 15 countries discuss the continuing fiscal challenges posed by the pandemic and the need for policies to promote the achievement of sustainable growth

Planned results for 2023

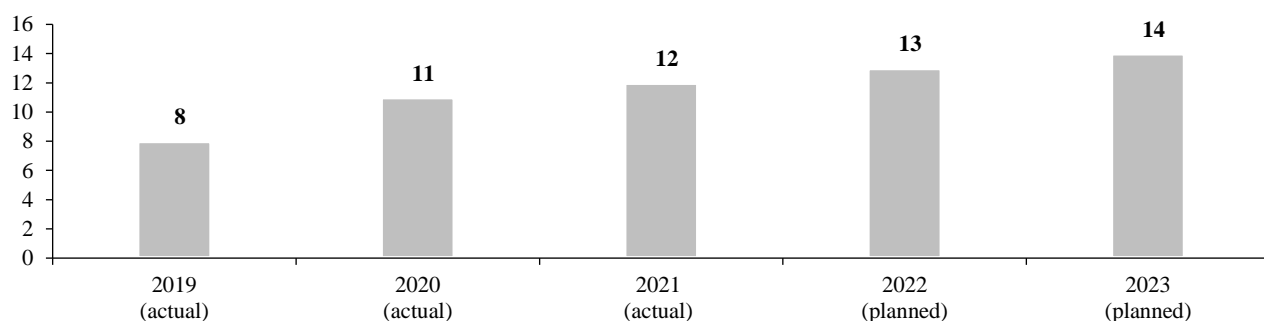
Result 1: ramping up resource mobilization to finance the Sustainable Development Goals

Programme performance in 2021 and target for 2023

- 21.54 The subprogramme's work contributed to the implementation of strategies to support the mobilization of resources to promote sustainable development, including the establishment by the Plurinational State of Bolivia of a financial trust fund for the reactivation and development of national industry, entailing a total of 12 resource mobilization policies, measures and strategies adopted, which met the planned target.
- 21.55 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.IX).

Figure 21.IX

Performance measure: number of resource mobilization policies, measures and strategies (cumulative)



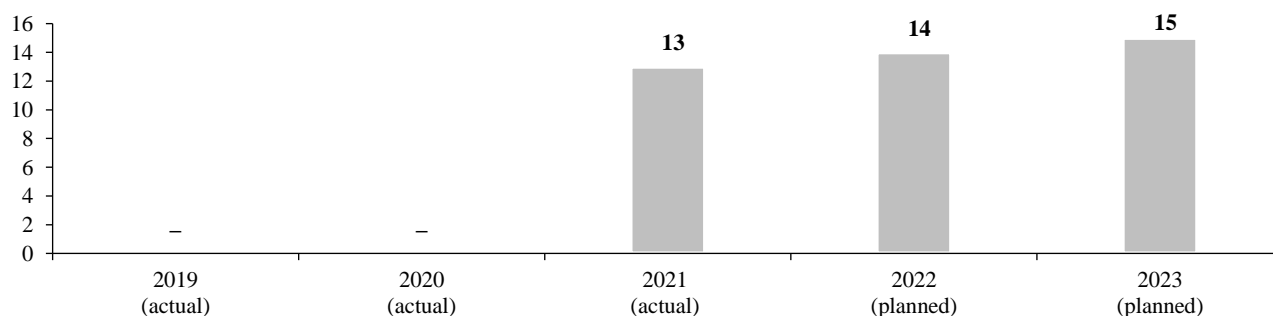
Result 2: macroeconomic and financing for development policies for sustainable and inclusive growth in a post-pandemic world

Programme performance in 2021 and target for 2023

- 21.56 The work of the subprogramme contributed to the adoption of 13 macroeconomic and financing for development policies, measures and strategies for sustainable recovery from the COVID-19 pandemic by Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Jamaica, Peru and Uruguay, which exceeded the planned target of 12 policies.
- 21.57 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.X).

Figure 21.X

Performance measure: number of macroeconomic and financing for development policies, measures and strategies for sustainable recovery from the COVID-19 pandemic (cumulative)



Result 3: fiscal, financial and employment policies for a transformative recovery**Proposed programme plan for 2023**

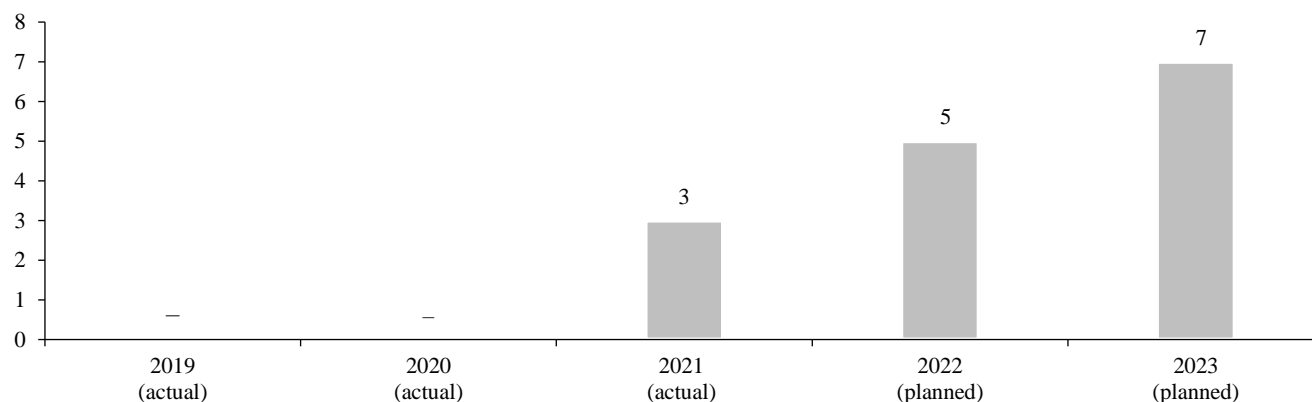
21.58 Latin America and the Caribbean was the region most impacted by the COVID-19 pandemic, recording the greatest contraction in economic activity and employment worldwide. Existing structural gaps – high levels of poverty and inequality, productive structures based on commodities, elevated informality, weak social protection systems, among other things – limited the capacity of countries to respond to the crisis. However, the pandemic also underlined the full extent to which active fiscal, financial and employment policies can reshape economic and social conditions. Such measures must be accompanied by supporting macroeconomic policies and a robust financing for development framework to be sustainable in the medium term. The subprogramme supported policymaking by member States to respond to the immediate needs of the crisis through its timely analysis of current and emerging fiscal, financial and employment policy trends and the development of policy proposals, as well as its support for virtual meetings of finance ministers.

Lessons learned and planned change

21.59 The lesson for the subprogramme was the need to strengthen its focus on supporting the development of fiscal, financial and employment policies to build momentum for achieving a transformative recovery that closes structural development gaps. In applying the lesson, the subprogramme will provide additional applied policy analysis, macroeconomic monitoring and technical assistance on demand to support member States to formulate pro-growth and development-centred fiscal, financial and employment policies, measures and strategies.

21.60 Expected progress towards the objective is presented in the performance measure below (see figure 21.XI).

Figure 21.XI

Performance measure: number of references to the subprogramme analysis and policy recommendations in official documents (cumulative)**Deliverables**

21.61 Table 21.5 lists all deliverables of the subprogramme.

Table 21.5
Subprogramme 3: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	6	6
1. Seminars, meetings of experts, workshops and training events on macroeconomic and financing policies in Latin America and the Caribbean	10	10	6	6
Publications (number of publications)	14	14	11	13
2. <i>Economic Survey of Latin America and the Caribbean</i>	1	1	1	1
3. <i>Fiscal Panorama of Latin America and the Caribbean</i>	1	1	1	1
4. <i>Preliminary Overview of the Economies of Latin America and the Caribbean</i>	1	1	1	1
5. On macroeconomic, sectoral and financing policies in Latin America and the Caribbean	10	10	7	7
6. On specific economic issues in Uruguay	1	1	1	1
7. On a high-priority issue concerning macroeconomic and development policies in Colombia	–	–	–	1
8. On current and emerging macroeconomic and development finance issues in Brazil to foster sustainable and inclusive growth	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on macroeconomic, fiscal and monetary policy analysis and formulation, macroeconomic analysis and systems for monitoring economic development and on the design and implementation of financing for development schemes and policies geared towards financial and productive development and/or social protection; advice to the Ministry of Economy and Finance of Uruguay on macroeconomic issues; and provision of technical cooperation services to Colombian public agencies on economic and fiscal issues.				
Databases and substantive digital materials: provision of statistical information to policymakers, academia, private sector analysts and the public at large on economic, monetary and financial variables for countries in the region; and statistical data sets covering government operations, public debt, tax revenue and revenue from non-renewable natural resources.				

Subprogramme 4

Social development and equality

Objective

- 21.62 The objective, to which this subprogramme contributes, is to improve the overall well-being of the people of the region and achieve greater social and economic equality in line with the 2030 Agenda and with full respect for human rights.

Strategy

- 21.63 To contribute to the objective, the subprogramme will:
- (a) Support countries in implementing a regional agenda for inclusive social development in line with the outcomes and agreements reached at the Regional Conference on Social Development of Latin America and the Caribbean by conducting applied research, generating analyses, disseminating results, providing training and advisory services and formulating policy recommendations, as well as promoting policy dialogue for inclusive social development among policymakers, academics, civil society organizations and other stakeholders and facilitating the exchange of experiences and good practices;

- (b) Provide the above-mentioned support with a focus on the following priority areas: addressing the multiple dimensions of poverty, inequality and well-being; bridging gaps in well-being and tackling inequalities, including those related to gender, race, ethnicity, age, disability and territory; ensuring access to universal, comprehensive and sustainable social protection; promoting social and labour inclusion policies; coordinating social, economic and environmental policies; and promoting health, pensions and educational policies as key elements of inclusive social development and improving the capacity of social policy to adapt to new and emerging challenges related to such topics as demographic transition, migration, changes in the world of employment, new technologies, pandemics and climate change;
- (c) Assist countries with capacity-building and technical cooperation on the design, implementation, monitoring and evaluation of strategies, policies and programmes. Research and advisory services will emphasize, in particular, social protection systems with full respect for human rights, taking an equality-oriented and sustainable approach; the protection and promotion of the rights of the sectors of the population that suffer discrimination and exclusion based on gender, race, ethnicity, age, disability and territory; social investment; and education and public health systems, thus contributing to the attainment of Sustainable Development Goals 1, 2, 3, 4, 8, 10 and 16;
- (d) Provide counterparts with up-to-date knowledge on COVID-19 through the Observatory on Social Development in Latin America and the Caribbean web tool and assist Governments in tackling the socioeconomic consequences of COVID-19 through advisory services and knowledge-sharing activities in social policy areas affected by the crisis.

21.64 The above-mentioned work is expected to result in:

- (a) Deeper understanding by policymakers of the structural social challenges and disparities that characterize the region;
- (b) Measures and public policies promoting greater social and economic equality and overall well-being of the people of the region;
- (c) Expanded and improved social protection systems that take into consideration the social impact of the pandemic, emerging challenges and other catastrophic events and the need to build greater resilience over time.

Programme performance in 2021

Improved identification of people in vulnerable situations and in need of social protection

21.65 During the COVID-19 crisis, social information systems and social registries emerged as essential tools to identify recipients in need of social protection measures and to deliver the required support quickly and efficiently. This motivated the introduction of several innovations in the region in order to expand their coverage and improve their operation. The subprogramme has worked in previous years to strengthen the capacities of government officials from the Ministry of Social Development of Paraguay, providing advisory services regarding the design and implementation of social policies. During 2021, the subprogramme supported the Ministry of Social Development of Paraguay in developing the social registry of households, including through a report outlining recommendations for its design and implementation. The strengthened social registry will enable the classification of the country's households and identifies households in situations of income and multidimensional poverty as potential recipients of social policies and programmes. This tool will also contribute to the implementation of the national poverty reduction plan *Jajapo Paraguay*. Further advisory services in respect of strategic guidelines for the strengthening and expansion of the registry's coverage will be provided upon request.

21.66 Progress towards the objective is presented in the performance measure below (see table 21.6).

Table 21.6
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
National poverty reduction plan <i>Jajapo Paraguay</i> developed	National poverty reduction plan <i>Jajapo Paraguay</i> launched	Areas for strengthening the social registry of households are identified as a management instrument of the national poverty reduction plan

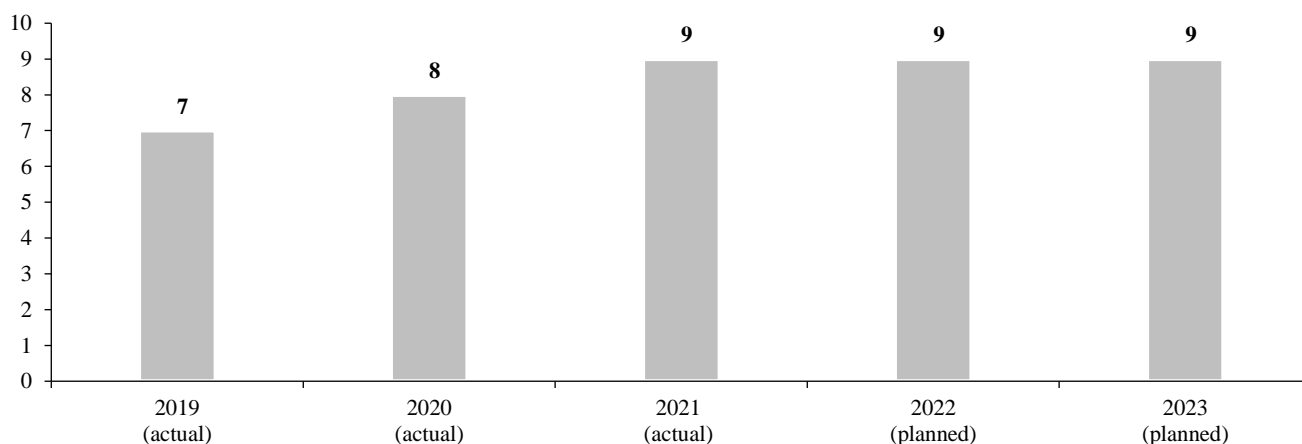
Planned results for 2023

Result 1: improved and more effective, efficient, transparent and sustainable social policy institutions

- 21.67 The subprogramme’s work contributed to nine social policy institutions acknowledging improvements in their public action as a result of technical assistance provided by ECLAC, which met the planned target.
- 21.68 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XII).

Figure 21.XII

Performance measure: number of social policy institutions acknowledging improvements in their public action as a result of technical assistance provided by ECLAC (annual)

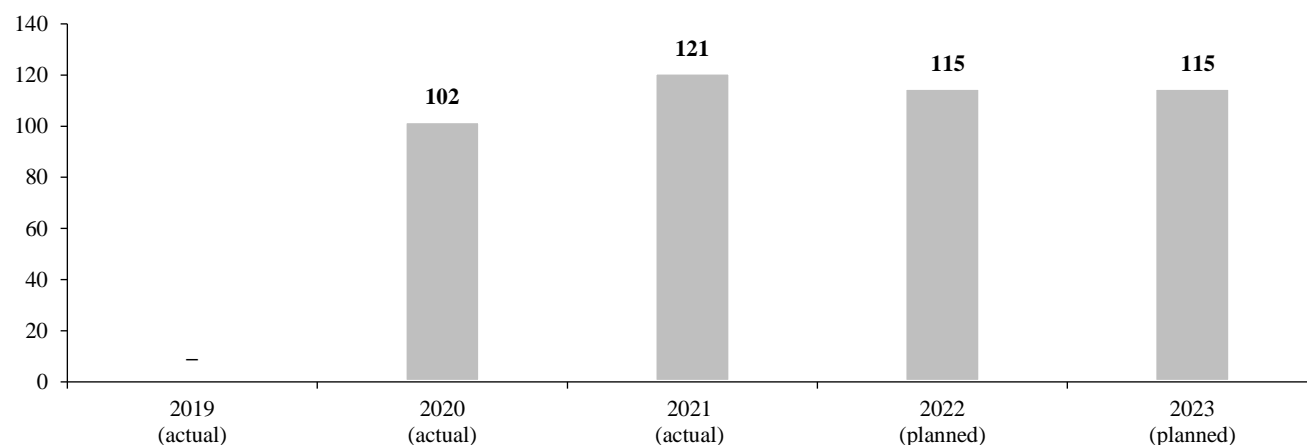


Result 2: advancing innovative sectoral and intersectoral social policies to address inequalities affecting the most vulnerable

Programme performance in 2021 and target for 2023

- 21.69 The subprogramme’s work contributed to 121 national officers having increased capacity to develop innovative sectoral and intersectoral social policies, which exceeded the planned target of 102 national officers.
- 21.70 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XIII).

Figure 21.XIII
Performance measure: number of national officers with increased capacity to develop innovative sectoral and intersectoral social policies (annual)



Result 3: more resilient social protection systems

Proposed programme plan for 2023

21.71 The Latin America and Caribbean region has experienced severe social and economic impacts owing to COVID-19. The studies carried out by ECLAC during the past two years reveal an increase in poverty and inequality and rising gaps in social protection in a context marked by structural disparities. Social protection systems have had to respond through the creation of new programmes and innovation in the delivery methods. The subprogramme’s work contributed to increased capacities of member States to design, implement and enhance social protection, health systems and policies for increased resilience to face the impacts of crises.

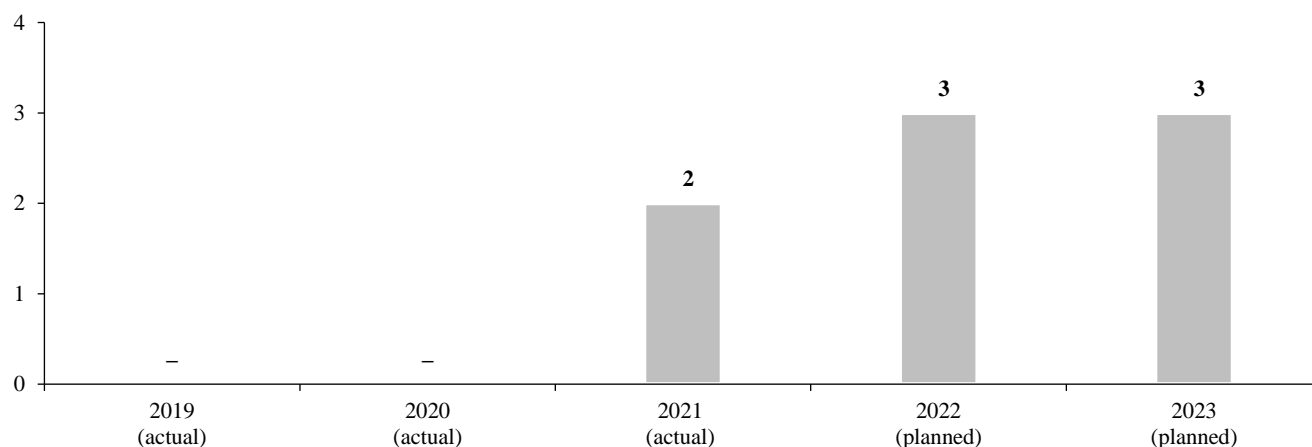
Lessons learned and planned change

21.72 The lesson for the subprogramme was that technical assistance delivered to countries in the region should be enhanced to further strengthen their capacities to better respond to future crises and address emerging vulnerabilities. In applying the lesson, the subprogramme will leverage technology opportunities to advance its technical support to countries in the region. In addition, the subprogramme will support the development of innovative policies to advance strategies for responding to social protection in the face of disruptive events.

21.73 Expected progress towards the objective is presented in the performance measure below (see figure 21.XIV).

Figure 21.XIV

Performance measure: number of national institutions with improved capacities to ensure social protection during crisis periods (annual)



Deliverables

21.74 Table 21.7 lists all deliverables of the subprogramme.

Table 21.7

Subprogramme 4: deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	10	10	1	9
1. Meeting of the Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean	1	1	1	–
2. Session of the Regional Conference on Social Development in Latin America and the Caribbean	9	9	–	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	1	2
3. On social protection, social and labour inclusion policies and human capacities, with full respect for human rights, in social protection systems; and social investment and emerging challenges for social policies	2	2	1	2
Seminars, workshops and training events (number of days)	14	14	14	14
4. Meetings of experts to analyse the formulation of new policy recommendations on the rights of specific population groups; examine mechanisms to promote better coordination within social protection systems, with a rights and equality approach; examine mechanisms that contribute to increasing coverage, sufficiency and sustainability within national social protection systems; and examine the advances and challenges of public policies for labour and productive inclusion	8	8	8	8
5. Training activities on poverty reduction, equality and well-being, and access to social protection networks	6	6	6	6
Publications (number of publications)	9	9	9	8
6. <i>Social Panorama of Latin America</i>	2	2	1	1
7. Country office studies	3	3	3	2

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
8. On topics including social rights among specific population groups, social protection including access to decent work, productive and inclusive labour policies, poverty reduction and income distribution, education and social policies and programmes	4	4	5	5
Technical materials (number of materials)	2	2	2	2
9. On social development policies; analytical and methodological proposals to foster the universal implementation of social policies, including on social protection, and enhance their impact on equality gaps, to enhance intersectoral and inter-institutional cooperation and to increase the effectiveness and efficiency of social policies	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on social policies for equality, decision-making in social policy, and social investment and policies; analytical and methodological proposals to enhance intersectoral and inter-institutional cooperation, aimed at improving effectiveness and efficiency; and design, implementation and evaluation of social policies.				
Databases and substantive digital materials: Observatory on Social Development in Latin America and the Caribbean, which includes databases on social development, young people, non-contributory social protection, social institutions and regional commitments.				
D. Communication deliverables				
Digital platforms and multimedia content: knowledge management tools, including on the strengthening of the Latin American and Caribbean Network on Social Development.				

Subprogramme 5 Gender equality and women's autonomy²

Objective³

21.75 The objective, to which this subprogramme contributes, is to strengthen gender equality and women's autonomy in sustainable development strategies of the Latin American and Caribbean countries.

Strategy

21.76 To contribute to the objective, the subprogramme will:

- (a) Continue to produce knowledge and develop gender statistics and indicators, expanding the scope and improving the quality of data and indicators available from the Gender Equality Observatory for Latin America and the Caribbean;
- (b) Continue to provide technical support to mainstream a gender perspective in the work of the Statistical Conference of the Americas and its working groups;
- (c) Provide technical assistance to the countries in the region in developing policies to promote gender equality, and strengthen the capacities of national mechanisms for the advancement of women as well as those of national statistical offices;
- (d) Foster increased dissemination of publications and research findings among policymakers and other relevant stakeholders. Particular attention will be devoted to the economic autonomy of women in an integrated framework, connected to physical autonomy and to decision-making autonomy;

² Revised in accordance with resolution 751(PLEN.36) of the Committee of the Whole of the Economic Commission for Latin America and the Caribbean (ECLAC) dated 3 December 2021.

³ Ibid.

- (e) Focus its knowledge-generation and research activities and its technical assistance, where relevant, on various possible socioeconomic scenarios in the context of the recovery from the COVID-19 pandemic.

21.77 The above-mentioned work is expected to result in:

- (a) Enhanced production of gender statistics by national statistical offices;
- (b) Strengthened capacities of member States in building policies for gender equality along with the implementation of the 2030 Agenda;
- (c) Advancement of gender equality across the region;
- (d) Implementation of gender-sensitive policy recommendations aimed at reducing economic impacts by achieving rapid recovery from the COVID-19 pandemic while leaving no one behind.

Programme performance in 2021

Effective implementation of the care system for Bogotá through georeferenced maps

21.78 In 2020, the Council of Bogotá adopted the District Development Plan 2020–2024: A New Social and Environmental Contract for the Bogotá of the Twenty-first Century, which represents a framework for action and for policies, programmes, strategies and projects implemented by the District Administration, towards achieving a more equitable redistribution of the costs and benefits of living in Bogotá and promoting the recovery from the pandemic of socioeconomic and cultural activity. During 2020 and 2021, the subprogramme provided technical assistance through the mapping and design of financial sustainability strategies for the supply of care services of the District Care System of Bogotá, which enabled the strengthening of the social protection system by orienting it towards co-responsibility and represents a milestone in the inclusion of the care economy as a central component of economic policy. Technical support provided by the subprogramme contributed to the systematization of international experience and the development of socio-territorial criteria for the implementation of the District Care System and to the design of scenarios for its financial sustainability.

21.79 Progress towards the objective is presented in the performance measure below (see table 21.8).

Table 21.8
Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>
–	District Administration of Bogotá has strengthened capacity to design and implement the District Care System, identify regional and international good practices on the estimation of the demand for and supply of care in the city and identify appropriate financing strategies	District Administration of Bogotá implements the District Care System, supported by georeferenced maps with information on the supply and demand of care and indicators with a focus on issues related to gender equality

Planned results for 2023

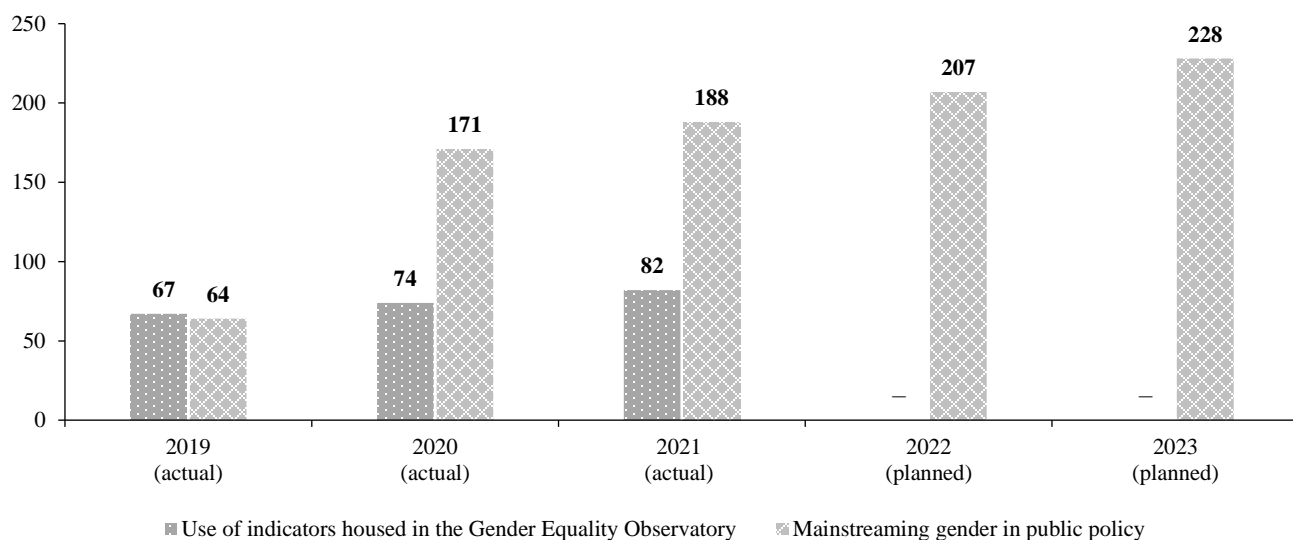
Result 1: strengthening statistical capacities from a gender perspective

Programme performance in 2021 and target for 2023

- 21.80 The subprogramme's work contributed to 82 national officials being certified in the use of the indicators housed in the Gender Equality Observatory for Latin America and the Caribbean and 188 national officials being certified in mainstreaming a gender perspective in public policies, which met the planned target.
- 21.81 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XV).

Figure 21.XV

Performance measure: number of national officials certified in the use of the indicators housed in the Gender Equality Observatory for Latin America and the Caribbean and number of national officials certified in mainstreaming a gender perspective in public policies (cumulative)

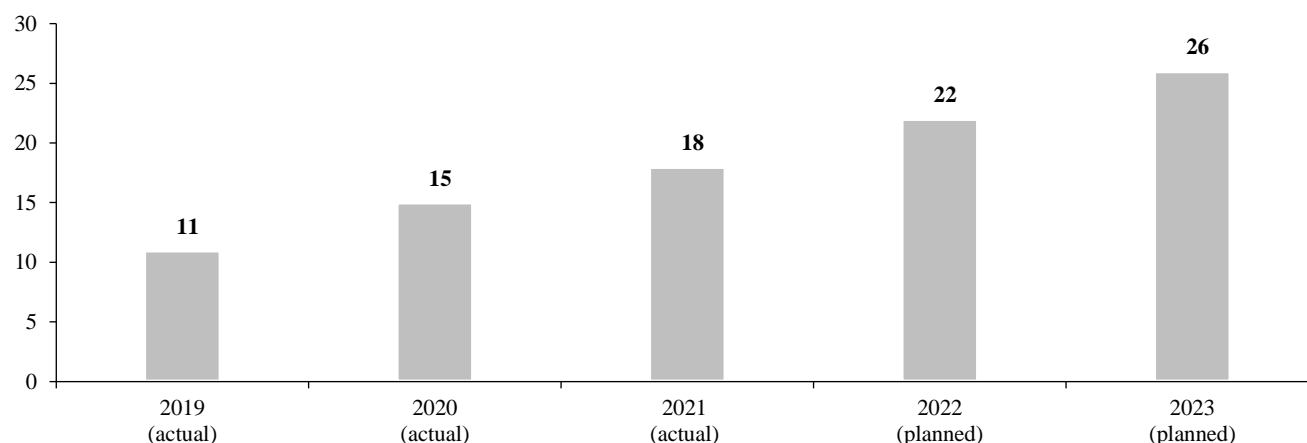


Result 2: increased capacity to formulate and develop gender equality policies

Programme performance in 2021 and target for 2023

- 21.82 The subprogramme's work contributed to 18 stakeholders in the region reporting an improvement in the formulation and development of gender equality policies, which met the planned target.
- 21.83 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XVI).

Figure 21.XVI
Performance measure: number of stakeholders in the region reporting an improvement in the formulation and development of gender equality policies (cumulative)



Result 3: enhanced public policies related to the legal framework for care in the countries of the region

Proposed programme plan for 2023

- 21.84 Public care policies are understood as those that aim to guarantee the daily physical and emotional well-being of people with some level of dependency, intervening in the social organization of care and establishing care rights. They may include, among others, maternity leave for care and breastfeeding; paternal, parental and care leave for dependants of different ages; establishment and facilitation of access to out-of-home care services; anti-discrimination laws in employment for mothers and fathers; shared responsibility legislation for families and the community; care and social integration mechanisms for people with disabilities; cash transfers for caregivers; and constitutional regulations for unpaid caregivers. The subprogramme has been working on those matters and maintains a repository of care laws that contains information on more than 200 legislations from 36 countries within the Gender Equality Observatory for Latin America and the Caribbean.

Lessons learned and planned change

- 21.85 The lesson for the subprogramme was the need to address structural challenges to gender equality and the empowerment of women, especially given that the COVID-19 pandemic has exacerbated those challenges. The pandemic has generated a setback of more than a decade in terms of women's participation in the labour market,⁴ a deepening of the feminization of poverty and an increase in the burden of care work. In applying the lesson, the subprogramme will increase its focus on care systems in the context of sustainable recovery, in preparation for the fifteenth session of the Regional Conference on Women in Latin America and the Caribbean, to be held under the theme "The care society: a horizon for a sustainable recovery with gender equality", which will constitute a milestone in promoting comprehensive care systems, decent work and the full and effective participation of women in strategic sectors of the economy for a transformative and sustainable recovery with equality.
- 21.86 Expected progress towards the objective is presented in the performance measure below (see table 21.9).

⁴ See ECLAC, "Special Report COVID-19 No.9: The economic autonomy of women in a sustainable recovery with equality", February 2021.

Table 21.9
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
10 regulations related to care were approved in 8 countries of the region	At the fourteenth session of the Regional Conference on Women in Latin America and the Caribbean, and in accordance with paragraph 26 of the Santiago Commitment, Governments in the region agreed to take action towards the design of comprehensive care systems from a gender perspective to meet the different care needs of the population, as part of social protection systems	Peru approved a ministerial resolution that defines care work and establishes the bases for a national care system	At the fifteenth session of the Regional Conference on Women in Latin America and the Caribbean, progress is made regarding the public-private dialogue on the social organization of care, and national authorities agree on the need to move towards a development approach that places care at the centre	Countries in the region further strengthen and incorporate a gender perspective into the design of care-related normative frameworks

Deliverables

21.87 Table 21.10 lists all deliverables of the subprogramme.

Table 21.10
Subprogramme 5: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	12	14	6
1. Meetings of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean	9	9	1	6
2. Subregional preparatory meetings in the Caribbean, South America and Central America	–	–	3	–
3. Session of the Regional Conference on Women in Latin America and the Caribbean	–	–	10	–
4. Meetings with agencies and organizations participating in the Gender Equality Observatory for Latin America and the Caribbean	3	3	–	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
5. On unpaid work and social protection of women; gender equality and sustainable development policies; and the economic and physical autonomy of women	1	1	1	1

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

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
Seminars, workshops and training events (number of days)	8	8	9	9
6. Training programme on public policies for gender equality for government agencies, the economic autonomy of women, planning for development with a gender perspective and gender statistics for government agencies	5	5	8	5
7. Meetings to consider priority issues emerging from the fourteenth and fifteenth sessions of the Regional Conference on Women in Latin America and the Caribbean on the evaluation of best practices and challenges in the implementation of gender mainstreaming policies, the promotion of an economic agenda for gender equality, the monitoring of the 2030 Agenda and the analysis of policies on gender equality and the autonomy of women	3	3	1	4
Publications (number of publications)	5	5	6	5
8. On gender analysis, including on gender mainstreaming policies, the economic and physical autonomy of women, poverty from a gender perspective, and the implementation of the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030	5	5	5	5
9. For the fifteenth session of the Regional Conference on Women in Latin America and the Caribbean	–	–	1	–
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on public policies for gender mainstreaming and institution-building, methodologies and tools for public policymaking, and on matters relating to the fulfilment of international agreements on gender equality.				
Databases and substantive digital materials: Gender Equality Observer for Latin America and the Caribbean website, and ECLAC website on gender statistics with data from household and time-use surveys and other sources.				

Subprogramme 6 Population and development

Objective

21.88 The objective, to which this subprogramme contributes, is to fully integrate population issues into development planning, policies and programmes of the countries of Latin America and the Caribbean.

Strategy

21.89 To contribute to the objective, the subprogramme will:

- (a) Provide national and local institutions with training on demographic analysis, population estimates and projections, generate knowledge on population and demographic trends in the region to underpin evidence-based policymaking and improve the use of census data, vital statistics and surveys through the generation of data and the development of procedures, computer programmes and information systems. In the context of the regional implementation of the 2030 Agenda, the main contributions will be related to Sustainable Development Goals 1, 3, 5, 7, 10 and 17;
- (b) Provide technical support in the follow-up to international agreements, including the Framework of Action for the follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014, the Montevideo Consensus on Population and Development, the Madrid International Plan of Action on Ageing, 2002 and the Global Compact for Safe, Orderly and Regular Migration, with a gender-sensitive, disability and ethnic approach, and in the follow-up of the population-related targets of the 2030 Agenda;

- (c) Provide technical assistance in the planning, design, implementation and dissemination of population and housing censuses and in the inclusion of a sociodemographic perspective in public policies design and implementation at the national and local levels. Workshops and seminars will be held to facilitate South-South cooperation, networking and the sharing of successful experiences;
- (d) Conduct and disseminate applied research and analysis on key issues such as population ageing, adolescent fertility, persons with disabilities, international migration and the socioeconomic impact of demographic transition, including recommendations on how to reduce inequalities. Information and communication technologies will be used to reach the wider public;
- (e) Continue to play a leading role for the region in the United Nations Network on Migration and in other networks relevant to population issues such as the National Transfer Accounts network as well as work in close cooperation with other ECLAC subprogrammes and the subregional headquarters, and seek to foster synergies with other United Nations entities involved in the population cluster and other international and intergovernmental organizations;
- (f) Focus, where relevant, on the impact of the pandemic on different population groups and the need to consider those diverse situations in development planning as well as analyse and share evidence-based recommendations and national experiences through several formats, including virtual dialogues and training.

21.90 The above-mentioned work is expected to result in:

- (a) Enhanced monitoring of population trends by local and national authorities;
- (b) Increased use of demographic analysis, population estimates and other evidence for policymaking;
- (c) Timely information on the needs of various population groups experiencing disproportionate impacts from the COVID-19 pandemic and during recovery.

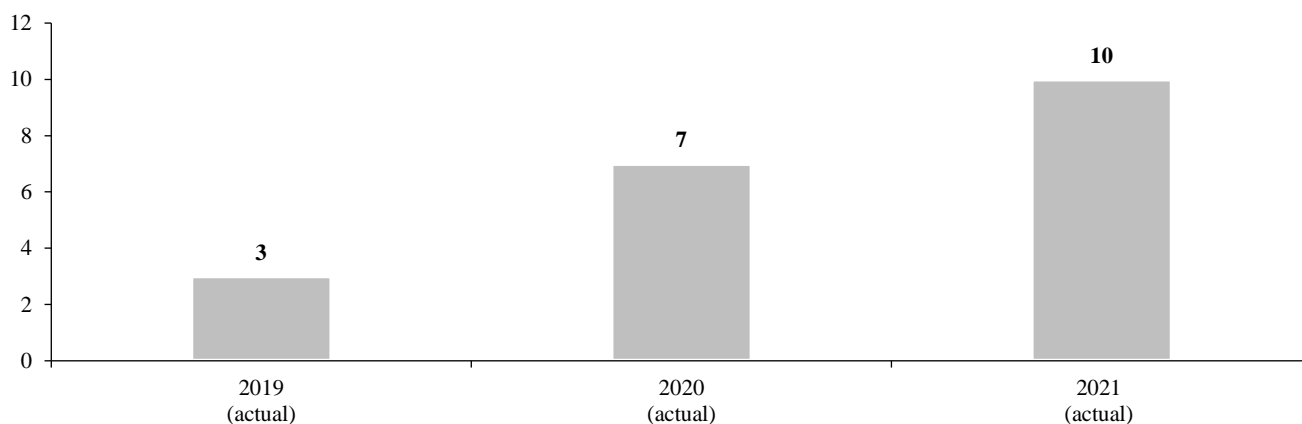
Programme performance in 2021

National statistical systems identified means to strengthen capacity to produce international migration data

- 21.91 The implementation of the 2030 Agenda and the Global Compact for Safe, Orderly and Regular Migration have raised the demand for the measurement of migration with accurate, granular and timely data. Increased migration and changes in migration patterns, as well as the many contributions migrants make to development in countries of origin and destination, require data disaggregated by migratory status. However, there are gaps in international migration data that hinder the implementation of follow-up international agreements and evidence-based decision-making. The subprogramme supported countries in the region in identifying gaps in statistical systems, provided technical assistance and facilitated the exchange of national experiences to inform public policymaking. It has also been promoting a coordinated integral perspective with a view to including all public data sources and the contribution of the academia. Furthermore, this work has considered a broad spectrum of stakeholders, including civil society organizations, to achieve a better understanding of the situation of regional migrants and their contributions to development.
- 21.92 Progress towards the objective is presented in the performance measure below (see figure 21.XVII).

Figure 21.XVII

Performance measure: number of countries in the region that have assessed the capacity of national statistical systems to produce international migration data required to implement and follow up international agreements



Planned results for 2023

Result 1: more countries have improved information to support policies to address migration in the region

Programme performance in 2021 and target for 2023

21.93 The subprogramme’s work contributed to the strengthened capacity of countries in the region to produce data and information to support the implementation and follow-up of the Global Compact for Safe, Orderly and Regular Migration (whose global review will be carried out in 2022) and the Montevideo Consensus on Population and Development (regional review also to be carried out in 2022), enabling 17 countries to present their first report on the implementation of the Global Compact and progress on chapter F of the Montevideo Consensus, which met the planned target.

21.94 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 21.11).

Table 21.11
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Countries prepare data and identify gaps for the first review of the implementation of the Global Compact for Safe, Orderly and Regular Migration	12 countries present their first report on the implementation of the Global Compact for Safe, Orderly and Regular Migration and progress on chapter F of the Montevideo Consensus	17 countries present their first report on the implementation of the Global Compact for Safe, Orderly and Regular Migration and progress on chapter F of the Montevideo Consensus	Countries in the region participate in the global review process with improved data	Countries of the region exchange experiences and lessons learned on migration data during the global follow-up of the Global Compact for Safe, Orderly and Regular Migration

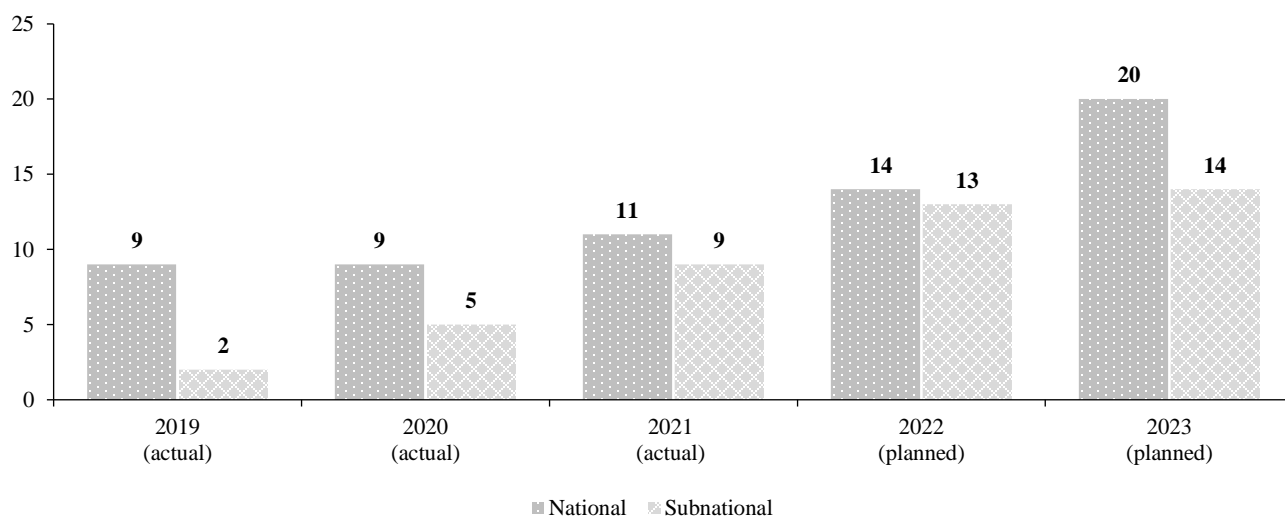
Result 2: increased national capacities to prepare population estimates and projections at the subnational level

Programme performance in 2021 and target for 2023

- 21.95 The subprogramme's work contributed to 11 countries updating their population estimates and projections at the national level and 9 countries at the subnational level, which met the planned target.
- 21.96 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XVIII).

Figure 21.XVIII

Performance measure: number of countries that updated their population estimates and projections at the national and subnational levels, or other disaggregation (cumulative)



Result 3: innovative approaches to conducting censuses

Proposed programme plan for 2023

- 21.97 The COVID-19 pandemic affected many countries that had planned to conduct their censuses between 2020 and 2022, creating the need for innovative methodologies. The subprogramme identified innovations such as the use of the Computer-Assisted Personal Interviewing data collection method, self-registration on the web, and mobile data capture for field data collection and cartographic updates. Those innovations can increase the efficiency of the census process and improve the quality of data collected.

Lessons learned and planned change

- 21.98 The lesson for the subprogramme was the need to build capacity in critical aspects of the census process, including the adoption of technological innovations and their impact on future census phases, the definition of the questionnaire based on lessons learned, regional and international standards and recommendations, and the addition of emerging topics as a response to new demographic and social dynamics, including those related to the pandemic. In applying the lesson, the subprogramme will tailor its technical assistance towards strengthening national capacities related to censuses, facilitating the exchange of experiences and lessons learned among countries, promoting innovation in the various phases of the census (planning, cartographic update, data collection, data processing) and the operational and control management system, thereby improving technology and methodologies.

21.99 Expected progress towards the objective is presented in the performance measure below (see table 21.12).

Table 21.12
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Brazil, Costa Rica and Mexico incorporate innovations into the preparation of their 2020 censuses	Mexico carries out its census. Argentina, Brazil, Costa Rica, Chile, Ecuador, Panama and Venezuela (Bolivarian Republic of) postpone their census survey dates and begin to evaluate the adoption of innovations	Bolivia (Plurinational State of), Cuba, the Dominican Republic, Honduras and Paraguay evaluate the incorporation of innovations	Countries that carry out their census in 2022 incorporate innovations	Countries that carried out their censuses in 2022 incorporate innovations in the dissemination of the results Countries that carry out their census in 2023 incorporate innovations

Deliverables

21.100 Table 21.13 lists all deliverables of the subprogramme.

Table 21.13
Subprogramme 6: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	18	9	9	9
1. Session of the Regional Conference on Population and Development in Latin America and the Caribbean	9	–	9	–
2. Meetings of the Presiding Officers of the Conference	9	9	–	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. On migration; the socioeconomic impact of population dynamics; indigenous peoples and people of African descent; and ageing, including gender-sensitive analysis	1	1	1	1
Seminars, workshops and training events (number of days)	72	72	73	73
4. Meetings of experts on demographic change and its consequences for development, including issues related to indigenous people and people of African descent; ageing-related issues, persons with disabilities and migrants; the implementation of recommendations of the Regional Conference on Population and Development; and population censuses	8	8	5	5
5. Workshops on demographic analysis and projections; REDATAM ^a (information system on censuses); sociodemographic variables and emerging issues in development policies, programmes and projects; and population and development	16	16	20	20
6. Course on demographic analysis with gender-sensitive analysis	44	44	44	44

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
7. Courses on quantitative analytical methods and techniques	4	4	4	4
Publications (number of publications)	9	9	8	8
8. On demography and on population and development	3	3	3	3
9. On demography and a gender perspective; demographic trends of indigenous people and people of African descent; sociodemographic trends of persons with disabilities; and population and development	5	5	5	5
10. On socioeconomic development in the provinces of Argentina	1	1	–	–
Technical materials (number of materials)	3	3	3	3
11. On population projection and censuses	1	1	1	1
12. On ageing and development and on REDATAM ^a	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on population and development; data collection, demographic analysis and methodologies for population projections and estimates; consultation and advice on incorporation of sociodemographic variables into development policies, programmes and projects, including gender-sensitive analysis and considering different segments of the population; intergovernmental forums in the region on population and development issues; implementation of the Montevideo Consensus on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, the 2030 Agenda for Sustainable Development and the Global Compact for Safe, Orderly and Regular Migration.

Databases and substantive digital materials: databases on demographic trends and population projections, spatial distribution and urbanization; indigenous peoples and peoples of African descent, maternity and migration; REDATAM software for the processing, analysis and dissemination of census data; and platform to follow up on the implementation of the Montevideo Consensus on Population and Development.

D. Communication deliverables

Digital platforms and multimedia content: subprogramme’s pages on the ECLAC website.

^a REDATAM is an acronym that stands for “retrieval of data for small areas by microcomputer”. REDATAM+SP (abbreviated R+SP) is the most recent version of the fourth generation of the software. It can be used in English, Portuguese or Spanish.

**Subprogramme 7
Sustainable development and human settlements**

Objective

- 21.101 The objective, to which this subprogramme contributes, is to ensure the integration and due consideration of environmental, climate and urban management concerns and opportunities in policymaking and policy implementation, with a rights-based approach and ensuring that no one is left behind.

Strategy

- 21.102 To contribute to the objective, the subprogramme will:
 - (a) Enhance knowledge of the region’s economic, social and environmental profiles and continue to convene and involve national and subnational governments, academic institutions, civil society and other stakeholders to foster participatory decision-making;
 - (b) Assess the advances made by countries in integrating sustainability criteria into public policies, including monitoring the implementation of principle 10 of the Rio Declaration on Environment and Development, as stated in the Escazú Agreement, and providing support to the Forum of the Countries of Latin America and the Caribbean on Sustainable Development;

- (c) Strengthen national capacities to design and implement public policies for the sustainability of human settlements and the implementation of the 2030 Agenda, the New Urban Agenda, the nationally determined contributions under the Paris Agreement and the decisions taken within the framework of the Conference of the Parties to the United Nations Framework Convention on Climate Change;
- (d) Conduct the above-mentioned activities through research, resulting in the publication of studies, the organization of expert group meetings, seminars and workshops, and the provision of technical assistance to member States, upon request, towards the attainment of Sustainable Development Goals 11, 12, 13, 15 and 16;
- (e) Promote the creation of networks with a wide range of stakeholders in the environmental, economic and social sectors relevant to sustainable development, including government institutions, academia, civil society organizations, private sector representatives and relevant sectoral bodies;
- (f) Continue to hold consultations and undertake joint actions with the specialized agencies, funds and programmes of the United Nations system, including the resident coordinator system and the United Nations Human Settlements Programme (UN-Habitat), as well as with regional and subregional development banks;
- (g) Provide support on designing economic recovery plans, to support recovery from the COVID-19 pandemic, based on regional and national studies of specific economic sectors.

21.103 The above-mentioned work is expected to result in:

- (a) Well-designed policies that take into account the three pillars of sustainable development, including policies for sustainable development and environmental performance, policies to address the economics of climate change and policies that support sustainable and inclusive human settlements;
- (b) Sustainable development and climate change criteria effectively mainstreamed into all areas of government;
- (c) The design of guidelines for the implementation of economic plans towards a low-emission, more resilient economy that creates employment and stimulates economic well-being.

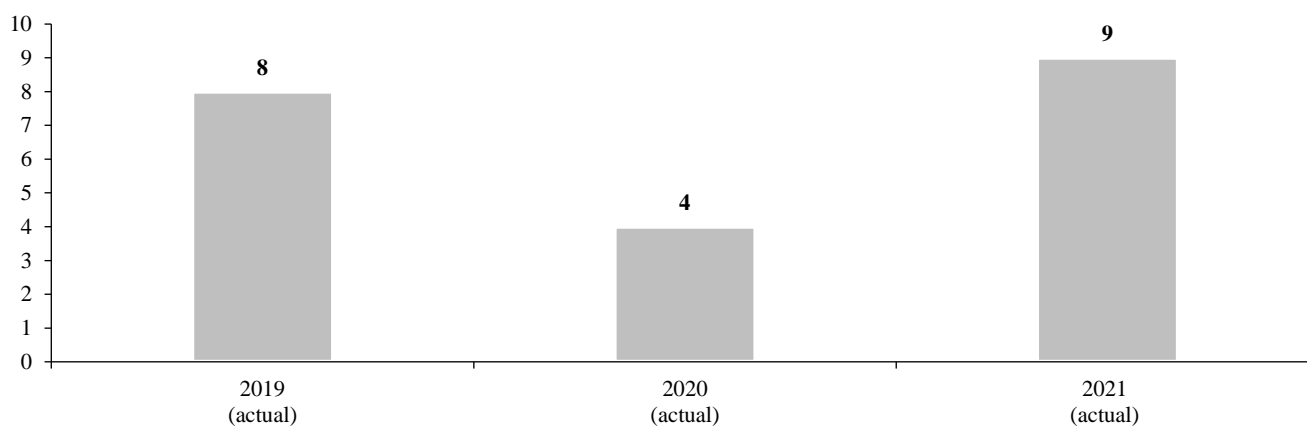
Programme performance in 2021

Strengthened climate action in Latin America and the Caribbean through support to the presidency of the twenty-fifth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change

21.104 During Chile's presidency of the twenty-fifth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, on behalf of the Latin America and Caribbean region, ECLAC provided support for 21 initiatives to strengthen regional climate action. In 2021, the subprogramme provided key technical assistance for the implementation of 9 initiatives, in addition to the 12 initiatives already developed in the preparatory year and in the first year of the presidency. The additional nine initiatives focused on issues related to the science-policy interface, subnational and private sector climate action, agriculture, gender equality and the empowerment of women, indigenous peoples and local communities, just transition, and hydrogen and the circular economy, all with regional reach. The initiatives showcased innovative aspects and advanced climate action, with renewed commitment by Latin American and Caribbean countries to continue enhancing their capacities in respect of those issues.

21.105 Progress towards the objective is presented in the performance measure below (see figure 21.XIX).

Figure 21.XIX
Performance measure: number of regional initiatives aimed at strengthening climate action implemented in Latin America and the Caribbean



Planned results for 2023

Result 1: improved information available for city planning in Latin American and Caribbean countries

Programme performance in 2021 and target for 2023

- 21.106 The subprogramme’s work contributed to full accessibility of the Urban and Cities Platform on the 33 countries of Latin America and the Caribbean⁵ and availability of additional content, such as national urban policies, existing financing instruments, and demographic data, which exceeded the planned target.
- 21.107 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 21.14).

Table 21.14
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Design of the Platform completed and content developed	Pre-launch of the Platform (World Urban Forum); launch of the Platform at the Regional Forum of the Latin American and Caribbean Countries on Sustainable Development	Urban and Cities Platform is fully accessible with substantive content on each of the 33 Latin American and Caribbean countries	Member States have access to additional content on the Platform, including for each of the 6 thematic areas addressed in the New Urban Agenda	Member States have access to additional content on the Platform, including policies for sustainability

⁵ <https://plataformaurbana.cepal.org/en>.

Result 2: big push for sustainability for a transformative and sustainable recovery in the context of the 2030 Agenda

Programme performance in 2021 and target for 2023

- 21.108 The subprogramme’s work contributed to two countries, Chile and Colombia, developing policy instruments for sustainable development, for example to estimate the social price of carbon in public investments, which met the planned target.
- 21.109 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 21.15).

Table 21.15
Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
Identification of selected sectors that drive sustainable development with low emissions	Member States have access to a comprehensive framework for a sustainable recovery	Chile and Colombia developed sustainable development policy instruments	2 additional countries in the region develop sustainable development strategies and/or policy instruments	2 additional countries in the region develop sustainable development strategies and/or policy instruments

Result 3: progress towards financial systems that address the challenge of climate change and support the implementation of the 2030 Agenda and the Sustainable Development Goals

Proposed programme plan for 2023

- 21.110 Well-developed and well-implemented policies towards making financial systems fit to deal with the challenges posed by climate change and to support the attainment of the Sustainable Development Goals in the aftermath of the COVID-19 pandemic are required. Such policies will provide the necessary jobs, economic growth and innovation while at the same time promoting a resilient, low-emission economy. The subprogramme has been tracking the evolution of climate finance in the region and disseminating that information in various forums such as in the thirty-third regional fiscal policy seminar.

Lessons learned and planned change

- 21.111 The lesson for the subprogramme was that there is growing demand for concrete case studies that illustrate how to mainstream environmentally sustainable parameters and criteria in financial practices, in particular for efforts to foster the recovery from the pandemic, that can support the national authorities in facing the current crisis and in developing adequate action plans. In applying the lesson, the subprogramme will support the design of public policy strategies and/or policy instruments towards the implementation of the 2030 Agenda and compliance with nationally determined contributions, at the national and subnational levels, and mainstream them into development and other action plans or regulatory instruments. The subprogramme will also generate evidence, facilitate discussion and provide technical assistance to support countries in their transition towards a financial system fit to address the challenges derived from climate change and support reaching a sustainable low-emission economy, overcoming the negative effects of the pandemic on the people and the economy in line with the 2030 Agenda and the Paris Agreement.
- 21.112 Expected progress towards the objective is presented in the performance measure below (see table 21.16).

Table 21.16
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	–	Countries in the region increased awareness of the need to incorporate climate change considerations into financial systems	Countries strengthen understanding on transitioning towards a financial system fit to address challenges derived from climate change	Two countries develop strategies/ policy instruments to incorporate climate change criteria and tools into the financial system

Deliverables

21.113 Table 21.17 lists all deliverables of the subprogramme.

Table 21.17
Subprogramme 7: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	12	21	21
1. Meetings of the General Assembly of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean	6	6	6	6
2. Meetings on the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean	6	6	–	–
3. Meetings of the signatory countries to the Escazú Agreement	–	–	6	–
4. Meetings to strengthen regional cooperation and implementation on topics under the Escazú Agreement	–	–	–	6
5. Sessions of the Conference of the Parties to the Escazú Agreement	–	–	9	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
6. On adaptation to climate change and mitigation of its impact	1	1	1	1
Seminars, workshops and training events (number of days)	8	8	9	8
7. Meetings of the expert groups on policies for sustainable development of human settlements and climate change; climate change mitigation and adaptation; environmental and urban dimensions of the 2030 Agenda; and experiences in implementing policies related to sustainable development in the region	4	4	5	4
8. Courses on sustainable development and/or environmental economics; climate change mitigation and adaptation assessment and policies; human settlement issues; and strategies for the implementation of the intended nationally determined contributions	4	4	4	4
Publications (number of publications)	8	8	11	9
9. On topics including climate change, sustainable development, the environmental impact of public policies, instruments for the reduction and control of greenhouse gases, low-carbon and low-emission economies, sustainable recovery policies, environmental fiscal policies, development scenarios in urban areas, the circular economy and sustainable consumption and production patterns, the integration of public policies for sustainable development and institution-building, the implementation of the New Urban Agenda with an inclusive gender perspective, and gas emissions and related public policies	8	8	11	9

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on environmental public policies related to sustainable development and urban sustainability, low-emission economies, risk reduction and adaptation to climate change, and strengthening national capacities; technical advice to national Governments and institutions, at their request, on assessing the progress made towards achieving sustainable development; consultation and advice to member States, upon request, on international commitments on access rights, including Conference of the Parties decisions and recommendations from the Committee to Support Implementation and Compliance of the Escazú Agreement.

Databases and substantive digital materials: databases on sustainable development, climate change and urban issues.

Subprogramme 8 Natural resources

Objective

- 21.114 The objective, to which this subprogramme contributes, is to improve the governance and enhance the sustainable use and exploitation of natural resources in Latin America and the Caribbean, focusing on water resources management, affordable, inclusive and clean energy, extractive resources efficiency, food security, sustainable agriculture and biodiversity.

Strategy

- 21.115 To contribute to the objective, the subprogramme will:
- (a) Continue to support countries of the region in the design of policies related to an increased participation of renewable sources of energy in the total supply of energy, water sustainability, sustainable energy transition and sustainable management of the water cycle;
 - (b) Provide technical assistance and disseminate best practices on the regulation, supply and sustainable use of water and renewable sources of energy, supporting member States in making progress towards the attainment of Sustainable Development Goals 6 and 7;
 - (c) Carry out studies on the governance of fossil and mineral resources (extractive resources), taking into consideration issues and challenges relating to the collection and use of resource rents, material efficiency and decoupling;
 - (d) Provide technical assistance and support multi-stakeholder dialogue, within the framework of more sustainable governance of the extractive industries, to foster clusters and value addition in those activities and their linkages to the rest of the economy;
 - (e) Promote the bioeconomy, agroecology and ecosystem-based solutions as new production development approaches for the sustainable utilization of biological resources (cultivated biomass and biodiversity and its components) and the full utilization of agricultural waste biomasses (including from primary production and processing of crops, livestock, forestry and aquaculture) as productive resources;
 - (f) Reinforce the coherence, integration and coordination of national and regional policies and institutions in agricultural development and biodiversity and provide technical assistance, upon request, to member States, on issues related to sustainable agriculture, bioeconomy development and sustainable use of biodiversity and genetic resources, supporting member States in making progress towards the achievement of Goals 2, 8, 9, 12, 13, 14 and 15;
 - (g) Provide technical support to member States on issues of food security and the role of sustainable and resilient food systems (in particular in the context of the United Nations Food Systems Summit process), and the role of the bioeconomy for sustainable recovery;

- (h) Create awareness of the impacts of COVID-19 on access to basic services as well as the role of extractive industries during the period after the pandemic.

21.116 The above-mentioned work is expected to result in:

- (a) Improved access to clean and affordable energy and water;
- (b) Industrial cluster, value addition and linkage initiatives in the mineral and hydrocarbon sectors;
- (c) Enhanced design and implementation of bioeconomy-related policies and strategies for sustainable agricultural and rural development, and the conservation, knowledge and sustainable use of biodiversity;
- (d) Strengthened analysis by member States of water and energy access indicators, food security and food systems data and contributions of the bioeconomy, enabling improved long-term planning and the development of evidence-based policies.

Programme performance in 2021

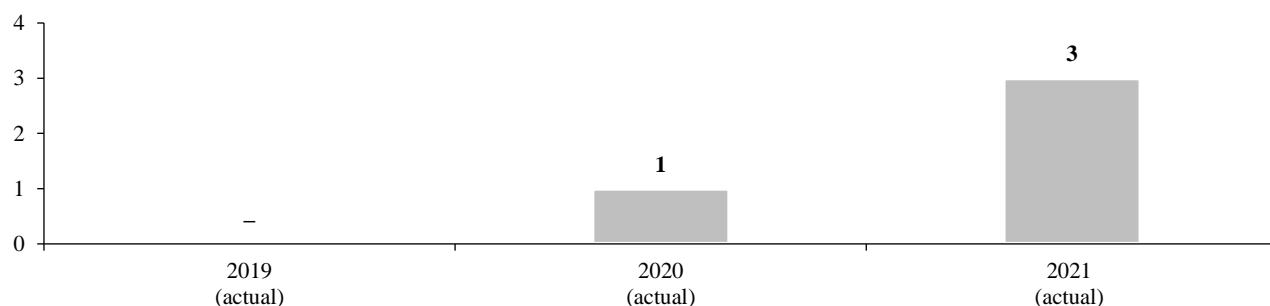
Enhanced capabilities of countries in the region to measure energy poverty

21.117 Following the development by the subprogramme of a methodological proposal to measure lack of adequate access to energy and water in 2020, and its subsequent presentation to national authorities, the subprogramme launched the first regional assessment to measure energy poverty. The subprogramme also provided technical support to Argentina, Panama and Uruguay on the measurement of adequate access to energy. As a result, countries in the region have enhanced their understanding of the multidimensional nature of the issue and strengthened their capabilities to initiate the process of measuring it at the national level.

21.118 Progress towards the objective is presented in the performance measure below (see figure 21.XX).

Figure 21.XX

Performance measure: number of countries that have initiated measurement of energy poverty (cumulative)



Planned results for 2023

Result 1: development of the regional potential for bioeconomy

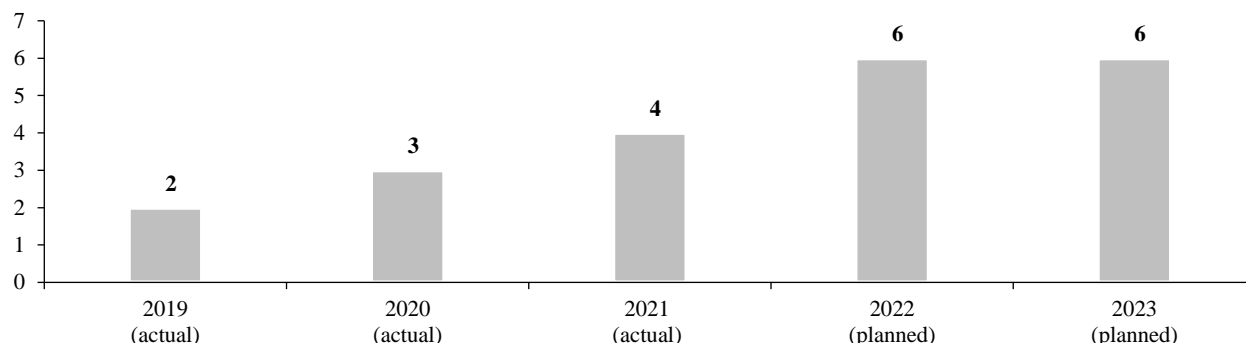
Programme performance in 2021 and target for 2023

21.119 The subprogramme’s work contributed to the development of a national bioeconomy strategy by the National Secretariat of Science and Technology of Guatemala and the development of a novel bioeconomy satellite account pioneered by the Council of Environment Accounts of Costa Rica, which met the planned target of four Latin American and Caribbean countries having initiated the development of national bioeconomy strategies or initiatives.

21.120 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XXI).

Figure 21.XXI

Performance measure: number of Latin American and Caribbean countries that have initiated the development of national bioeconomy strategies and bioeconomy-related initiatives (cumulative)



Result 2: enhanced regional capacities for value addition and linkages in the mining sector

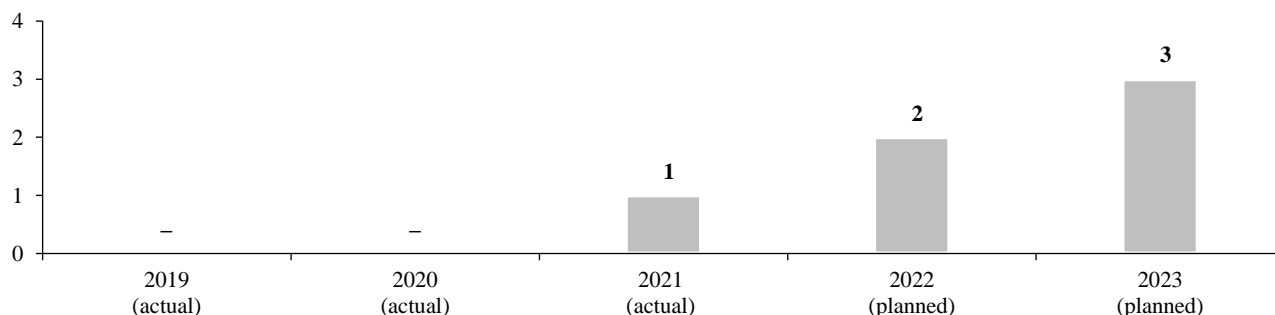
Programme performance in 2021 and target for 2023

21.121 The subprogramme’s work contributed to the creation of a lithium technical forum among Argentina, Bolivia (Plurinational State of) and Chile to discuss the possibilities of technological exchange and industrialization related to lithium exploitation, explore a longer-term collaboration among these countries and develop a platform to generate capacities for value addition and trigger linkages in lithium mining, which met the planned target of one measure adopted to promote value addition and productive linkages in the mining sector.

21.122 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XXII).

Figure 21.XXII

Performance measure: number of measures adopted by countries in the region to promote value addition and productive linkages in the mining sector (cumulative)



Result 3: enhanced regional capacities for adopting a water management transition

Proposed programme plan for 2023

21.123 The Latin America and the Caribbean region presents high levels of water stress, limited access to drinking water and sanitation, poor wastewater treatment, low levels of integrated water management, increasing water pollution, growing water disasters and conflicts over water distribution and usage. The subprogramme has been promoting a transition towards sustainable and inclusive water management that seeks to guarantee the realization of the human right to safe drinking water and sanitation, reverse the current inequalities of access and costs, eliminate the negative externalities and implement a sustainable management of water.

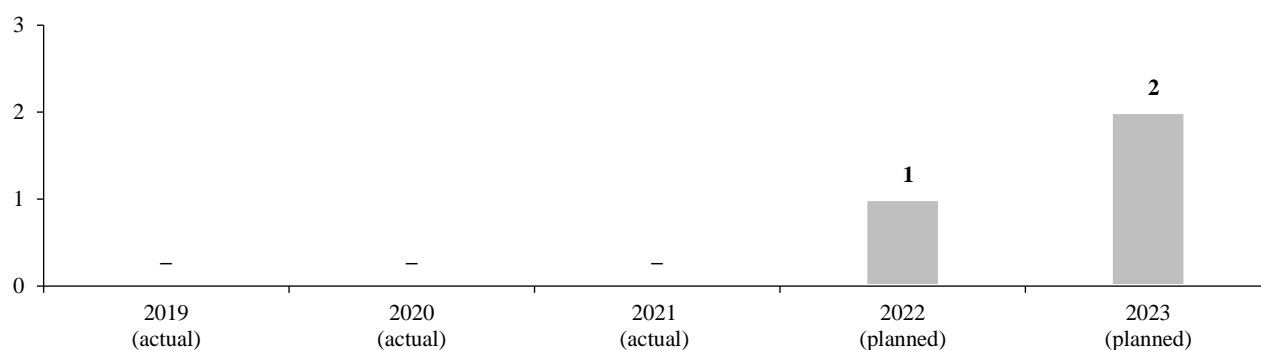
Lessons learned and planned change

21.124 The lesson for the subprogramme was the need to respond to an increasing demand for and interest in transitioning from current water governance and management systems to a more sustainable and integrated management of water resources through enhanced capacities, coordination, and participation mechanisms for formulating water policies. In applying the lesson, the subprogramme will promote multi-stakeholder dialogues and studies fostering a water management transition in the countries in the region. In addition, the subprogramme will support the strengthening of water governance systems through the provision of technical assistance, upon request, on water policies and fair tariffs, the elaboration of analyses of regional investment requirements to attain Sustainable Development Goal 6, the conduct of policy dialogues for integrated water management and the organization of seminars and training programmes on water management.

21.125 Expected progress towards the objective is presented in the performance measure (see figure 21.XXIII).

Figure 21.XXIII

Performance measure: number of initiatives developed by countries in the region to implement more sustainable and inclusive water governance and management systems (annual)



Deliverables

21.126 Table 21.18 lists all deliverables of the subprogramme.

Table 21.18

Subprogramme 8: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	3
1. On energy, natural resources governance, the water-energy-food nexus and non-renewable natural resources; social equality; environmental sustainability; agrifood systems; and bioeconomy, ecosystem-based solutions and biodiversity	2	2	2	3
Seminars, workshops and training events (number of days)	15	15	15	17
2. Meetings of experts on sustainable water and energy management; public policies linked to the governance of natural and extractive resources; environmental sustainability; agrifood systems; and bioeconomy, ecosystem-based solutions and biodiversity	6	6	6	8
3. Training and courses for public and private sector officials involved in agriculture, bioeconomy, ecosystem-based solutions and biodiversity, water, renewable sources of energy and the management of natural and non-renewable resources	9	9	9	9

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
Publications (number of publications)	10	10	8	9
4. <i>The Outlook for Agriculture and Rural Development in the Americas: A Perspective in Latin America and the Caribbean</i>	1	1	–	1
5. On issues relating to water resources and the nexus with other sectors; energy integration; governance of natural resources; natural resources and development; extractive industries; biophysical trade; environmental sustainability; agrifood systems; and bioeconomy, ecosystem-based solutions and biodiversity	9	9	8	8
Technical materials (number of materials)	1	1	2	1
6. Bulletin on natural resources for sustainable development in Latin America and the Caribbean	1	1	2	1

C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on natural resources and to business and trade promotion organizations and other key stakeholders on the design and implementation of policies and strategies for sustainable agricultural and rural development and bioeconomy, in areas related to water and energy public policies and non-renewable natural resources.

Subprogramme 9 Planning and public management for development

Objective

- 21.127 The objective, to which this subprogramme contributes, is to enhance planning and public management processes in the region for the advancement of equitable and sustainable development.

Strategy

- 21.128 To contribute to the objective, the subprogramme will:
- (a) Continue to promote the application of new methodologies, instruments and conceptual frameworks to strengthen capacities of government officials in the whole cycle of public management, including foresight, strategic and territorial planning, monitoring and evaluation of plans and public policies for participatory planning and public management by Governments while fostering high-quality public investment and strong linkages between development and sector-based plans and budgets;
 - (b) Encourage cooperation, peer-to-peer learning and the sharing of experiences and good practices in planning and public management through the provision of technical cooperation services and training and by conducting applied research, helping countries in the region to make progress towards the attainment of Sustainable Development Goals 5, 11, 13, 16 and 17;
 - (c) Enhance regional capacities for building institutional resilience to cope with challenges posed by internal and external crises produced by natural disasters and/or human activities, such as pandemics, climate change impacts, social and political disruption and economic shocks.
- 21.129 The above-mentioned work is expected to result in:
- (a) Effective, inclusive and strategic institutions and planning processes that prioritize comprehensive development through medium- and long-term visions;
 - (b) Reduced structural gaps by enhancing citizens' participation and accountability, and the strengthening of territorial governance, planning and management in public policy processes;
 - (c) Strengthened capacities in Latin American and Caribbean institutions to withstand deep disruption and ensure continuity of basic services while enhancing preparedness and

responsive, adaptive and transformational institutional capacities, at both the national and subnational levels.

Programme performance in 2021

National policy for regional development in Costa Rica designed and adopted

- 21.130 In the past three years, the Ministry of National Planning and Economic Policy of Costa Rica has consolidated the legal and institutional frameworks, as well as the capacity-building of its technical teams, to carry out subnational development processes to reduce territorial inequalities within regions of the country. The Ministry had the mandate to design a national regional development policy that would constitute a road map for public policies to be implemented in each of the country's regions. The policy would need to be aligned with the National Development Plan and take into consideration the current legal framework, convergent public policies and the instruments required to make the policy a reality. The subprogramme closely supported national authorities in that process through training on territorial planning for the Ministry's technical teams, both at the central level and from the different regions of the country, through technical support to conduct four baseline studies needed for the design of the regional development policy and through the provision of technical assistance to the Ministry in the development of the policy. The process concluded with the approval in October 2021 of the Law on Regional Development (No. 22.363).
- 21.131 Progress towards the objective is presented in the performance measure below (see table 21.19).

Table 21.19

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>
35 national and regional officials with strengthened capacities in issues related to regional development	Costa Rica analysed territorial gaps and policies to promote regional development, including financing issues and the resources needed for the development of a national territorial information system	Law on Regional Development (No. 22.363) of Costa Rica approved

Planned results for 2023

Result 1: enhanced capacities for effective strategies for the achievement of national and subnational development goals in countries of the region within the framework of the 2030 Agenda

Programme performance in 2021 and target for 2023

- 21.132 The subprogramme's work contributed to the implementation of subnational development strategies and policies by two countries (Costa Rica and Paraguay) and strengthened the application of a results-based management methodology to implement sustainable development strategies by three countries (Dominican Republic, Panama and Paraguay), which met the planned target.
- 21.133 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 21.20).

Table 21.20
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
<ul style="list-style-type: none"> Argentina initiates capacity-building in approaches for the Sustainable Development Goals in subnational public planning in 2 provinces Paraguay updates its national development plan to incorporate the 2030 Agenda Uruguay pilots an assessment of the territorialization of the national development strategy in 1 municipality 	<ul style="list-style-type: none"> Uruguay designs an intersectoral strategy for the central region Paraguay identifies financing mechanisms for the national development plan Costa Rica applies PlanBarometer and identifies specific issues to implement regional development strategies 	<ul style="list-style-type: none"> Paraguay and Costa Rica implement sustainable development strategies and policies at the subnational level Dominican Republic, Panama and Paraguay apply results-based management to implement their sustainable development strategies 	<ul style="list-style-type: none"> Implementation of subnational open government action plans in at least 2 countries National public investment plan integrates Sustainable Development Goals framework into assessment tools in at least 1 country 	<ul style="list-style-type: none"> Implementation of subnational activities for territorialization of Sustainable Development Goals in 2 additional countries Integration of a gender perspective into the public management cycle in 2 additional countries

Result 2: building institutional resilience to face internal and/or external shocks

Programme performance in 2021 and target for 2023

- 21.134 The subprogramme’s work contributed to planning authorities in the region identifying the main issues for building institutional resilience and strengthening their capacity in this area to link short-term emergency responses with long-term policies, which met the planned target.
- 21.135 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 21.21).

Table 21.21
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	Planning authorities in the region address the importance of building institutional resilience and request the subprogramme to develop an analytical framework that contributes to building institutional resilience	Planning authorities and technical teams identified main issues for building institutional resilience and started the discussion on how to strengthen capacities in that area	3 countries adopt approaches for building resilient institutions and strengthening capacities in their national planning and public management systems	2 countries improve the resilience of institutions participating in their planning systems by strengthening their foresight capacities and the collective and participatory appropriation of future scenarios

Result 3: strengthened foresight capacities in national planning systems**Proposed programme plan for 2023**

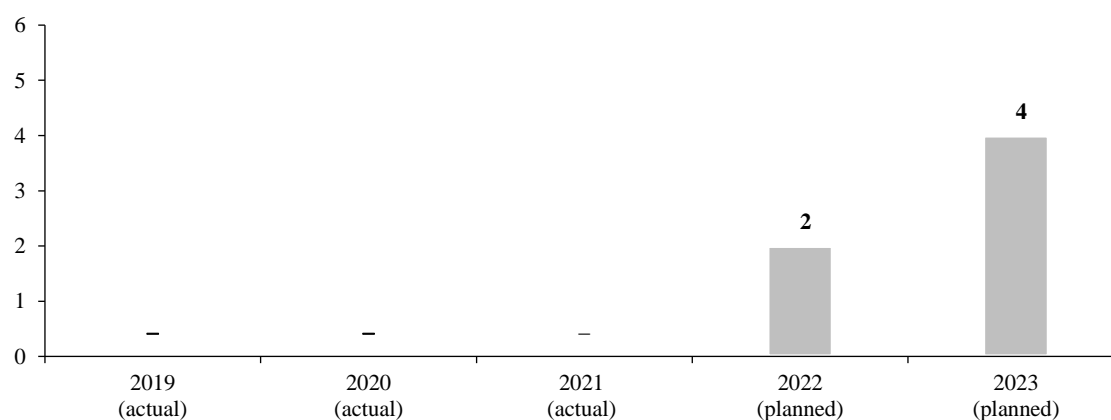
21.136 The impact of the pandemic has highlighted the importance of mainstreaming foresight capacities into national planning systems to anticipate and respond to new crises with public participation, openness and transparency. It also stressed the importance of taking into account the syndemic nature of many threats and adopting an integrated approach for planning for development. The subprogramme has been working in areas related to foresight and collective design and appropriation of future country scenarios and providing support to countries in the region in those matters.

Lessons learned and planned change

21.137 The lesson for the subprogramme was the need for its capacity-building activities to take into account the above-mentioned challenges posed by the pandemic. In applying the lesson, the subprogramme will increase its focus on providing capacity-building support to strengthen the foresight capacities of national planning systems and ensure integrated approaches to development planning. In doing so, the subprogramme will use a combination of modalities that reinforce each other, namely, technical support, capacity-building and training activities and applied research. Peer-to-peer learning will also be used in specific cases and upon request.

21.138 Expected progress towards the objective is presented in the performance measure below (see figure 21.XXIV).

Figure 21.XXIV

Performance measure: number of countries with strengthened foresight capacities (cumulative)**Deliverables**

21.139 Table 21.22 lists all deliverables of the subprogramme.

Table 21.22

Subprogramme 9: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings, per entity/theme)	6	6	6	6
1. Meetings of the Regional Council for Planning	6	6	–	6
2. Meetings of the Presiding Officers of the Regional Council for Planning	–	–	6	–

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

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. On development planning and public management for development	1	1	1	1
Seminars, workshops and training events (number of days)	53	53	53	53
4. Learning and e-learning courses on public management systems and practices, budgeting, evaluation and public investment; foresight and scenario planning techniques; multiscale and territorial governance, planning and management; planning, public value and public administration/management in cross-cutting and emerging issues; and public policies and programmes	50	50	50	50
5. Meetings of experts on planning and public management (foresight and planning; evaluation of public policies and programmes; multiscale and territorial governance; planning and development systems and institutions; and public value, public administration and open government policies in the region)	3	3	3	3
Publications (number of publications)	3	3	3	5
6. On planning and public management for development	3	3	3	5
Technical materials (number of materials)	1	1	1	1
7. On planning and public management for development	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on the strengthening of planning for development systems and institutions and integrated public management systems and practices, public policies and programmes, project formulation and evaluation, national systems for public investment, foresight for development, multilevel governance and planning, mainstreaming of a gender perspective, open government, climate action, territorial approach and disaster and risk management for disasters; and technical advice on assessing progress towards better planning, budgeting and implementation of government policies.				
Databases and substantive digital materials: Regional Observatory of Planning for Development in Latin America and the Caribbean; technical manuals and software that support training (in situ and e-learning) and technical assistance activities; and databases on planning and public management for development in Latin America and the Caribbean.				

Subprogramme 10 Statistics

Objective

- 21.140 The objective, to which this subprogramme contributes, is to improve the production, dissemination and use of statistics for evidence-based decision-making in the region.

Strategy

- 21.141 To contribute to the objective, the subprogramme will:
- (a) Provide specialized advisory services and online and face-to-face training courses, expert meetings and seminars, as well as technical assistance related to the development of basic statistics and institutional coordination mechanisms in areas of national accounts, basic economic statistics and price statistics; environmental statistics, climate change and disaster risk reduction statistics; household survey design and implementation; poverty and inequality measurement; integration of statistical and geospatial information systems; and national coordination mechanisms for Sustainable Development Goal monitoring. Special emphasis will be placed on coordination with agencies and international organizations to avoid the duplication of efforts and maximize the complementarity of activities;

- (b) Continue to compile and harmonize a large number of economic, environmental and social statistics and indicators, as well as its regional household survey databank (BADEHOG), and disseminate them through CEPALSTAT, the Statistical Yearbook and the regional Sustainable Development Goal gateway;
- (c) Develop, adapt, translate and implement statistical methodologies, standards and recommendations;
- (d) Reinforce the strategic and decision-making role of the Statistical Conference of the Americas of ECLAC and continue to provide technical secretariat services to the Conference and its various working groups, ensuring that their work is consistent with regional priorities;
- (e) Emphasize the joint implementation of projects and initiatives and work in close cooperation with other ECLAC offices and divisions, as well as bilateral and multilateral partners;
- (f) In the light of COVID-19, encourage the development and adoption of more resilient methodologies for data collection and the production of statistics, such as strengthening the use of administrative records and non-traditional data sources, adopting new modes of data collection and integration of different data sources, and building capacity in nowcasting methods.

21.142 The above-mentioned work is expected to result in:

- (a) Production of reliable economic, social and environmental statistics and new indicators in emerging areas and the improvement of non-traditional sources of information;
- (b) Increased availability of regionally comparable data, which are required as a benchmark for regional statistical development;
- (c) Greater regional coordination, leading to increased use of statistics at the regional and national levels;
- (d) Increased capacities in member countries for the continued production of statistics in situations similar to the COVID-19 pandemic.

Programme performance in 2021

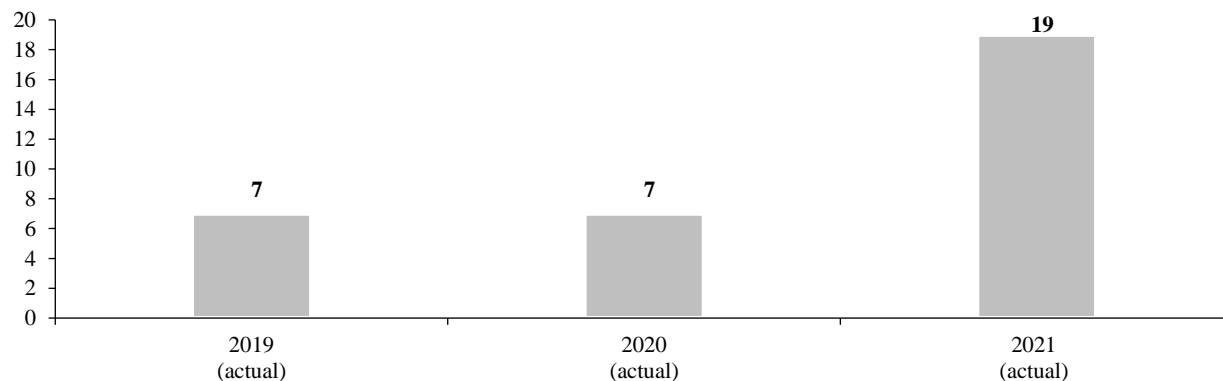
Strengthened integration of statistical and geospatial information in national statistical systems

21.143 In response to the Declaration on the Integration of Statistical and Geospatial Information between the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean and the Regional Committee of United Nations Global Geospatial Information Management for the Americas, during the past three years, the subprogramme assisted countries in strengthening the joint work between national statistics offices and national geospatial information agencies. The integration of statistical and geospatial data helped to provide relevant inputs to inform data-driven and evidence-based decision-making in support of local, subnational, national, regional and global development priorities and agendas, such as the 2020 round of population and housing censuses and the 2030 Agenda. The support delivered has been aligned with the guidance provided by the Committee of Experts on Global Geospatial Information Management through the Global Statistical Geospatial Framework. Along with providing technical assistance, the subprogramme has been monitoring the progress in the processes of collaboration between national statistics offices and national geospatial information agencies, noting relevant improvements during the period 2019–2021. The number of countries in which national statistics offices and national geospatial information agencies are working in a coordinated manner or under a formal agreement increased from seven countries in 2019 to 19 countries in 2021. Ongoing projects undertaken by ECLAC regarding the implementation of national statistical geoportals and the establishment of national geostatistical frameworks in selected countries in the region have contributed to that result.

21.144 Progress towards the objective is presented in the performance measure below (see figure 21.XXV).

Figure 21.XXV

Performance measure: number of countries in which national statistics offices and national geospatial information agencies work in a coordinated manner or under a formal agreement



Planned results for 2023

Result 1: revamped ECLAC regional statistical portal (CEPALSTAT)

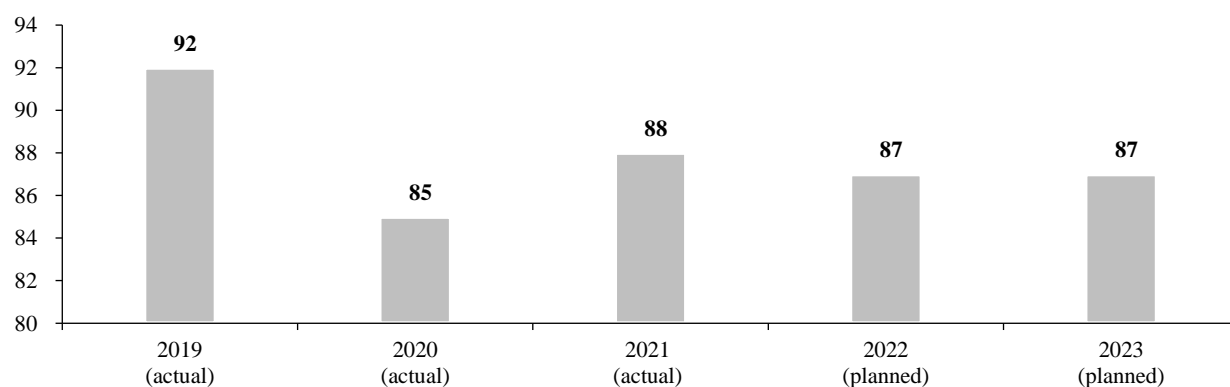
Programme performance in 2021 and target for 2023

21.145 The subprogramme’s work contributed to an increase in the percentage of users who consider CEPALSTAT data useful for their work to 88 per cent, which exceeded the planned target of 86 per cent.

21.146 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XXVI).

Figure 21.XXVI

Performance measure: percentage of users who consider CEPALSTAT data useful for their work



Result 2: strengthened capacities of Latin American and Caribbean countries to produce relevant environment, climate change and disaster indicators

Programme performance in 2021 and target for 2023

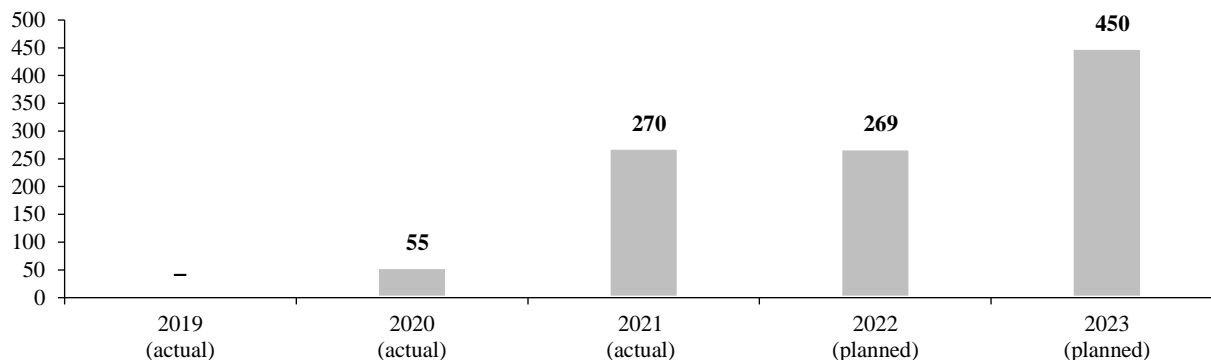
21.147 The subprogramme’s work contributed to 270 national trained practitioners acknowledging that they have strengthened their skills to produce relevant internationally agreed environment, climate

change and disaster statistics, which exceeded the planned target of 159 national trained practitioners.

21.148 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XXVII).

Figure 21.XXVII

Performance measure: number of national trained practitioners that acknowledge that they have strengthened their skills to produce relevant internationally agreed environment, climate change and disaster statistics (cumulative)



Result 3: increased capacities to produce disaggregated Sustainable Development Goal indicators to leave no one behind

Proposed programme plan for 2023

21.149 As a central principle of the 2030 Agenda, leaving no one behind is crucial to the implementation of the Sustainable Development Goals and overcoming the inequalities that characterize the Latin America and the Caribbean region. Traditional data sources used by countries to produce Sustainable Development Goal social indicators face limitations with regard to disaggregation of information by relevant population groups. The subprogramme has developed learning materials and published knowledge products on “small area estimation” methodologies that allow the production of disaggregated Sustainable Development Goal poverty indicators by combining household surveys with other data sources.

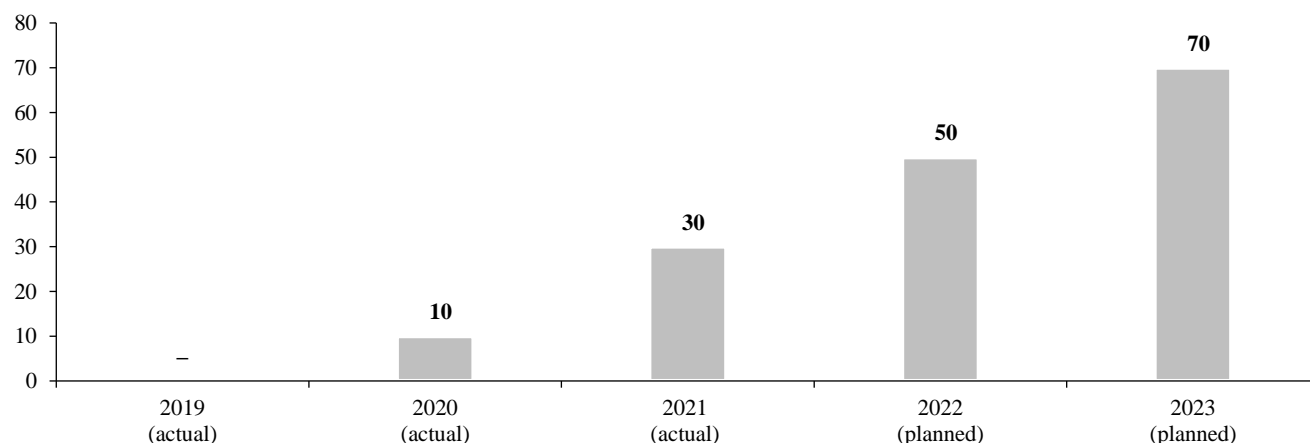
Lessons learned and planned change

21.150 The lesson for the subprogramme was that it needed to meet the demand for capacity-building on small area estimation methodologies, which has been higher and more varied than originally expected, with requests for technical assistance to disaggregate not only poverty indicators but also other social indicators on several topics. In applying the lesson, the subprogramme will expand its technical assistance activities to include new Sustainable Development Goal indicators and additional beneficiaries, such as ministries overseeing social issues, in addition to the national statistics offices.

21.151 Expected progress towards the objective is presented in the performance measure below (see figure 21.XXVIII).

Figure 21.XXVIII

Performance measure: number of national trained practitioners with improved capacity to apply small area estimation techniques to produce disaggregated statistics (cumulative)



Deliverables

21.152 Table 21.23 lists all deliverables of the subprogramme.

Table 21.23

Subprogramme 10: deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	18	18	9	18
1. Meetings of the Statistical Conference of the Americas	9	9	–	9
2. Meetings of the Executive Committee of the Statistical Conference of the Americas	9	9	9	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	3	3
3. On economic statistics and national accounts; household surveys, social indicators and statistics; environmental statistics; and the framework for the 2030 Agenda	1	1	3	3
Seminars, workshops and training events (number of days)	20	20	21	21
4. Seminars and workshops on social statistics and household surveys, environment and climate change statistics, the System of National Accounts, economic statistics and geospatial information	11	11	12	12
5. Meetings of experts on the System of National Accounts 2008 and new international recommendations on economic statistics; environmental statistics and environmental accounts; statistics and indicators for follow-up to the 2030 Agenda; and improvements to household surveys and administrative records	9	9	9	9
Publications (number of publications)	6	6	6	5
6. <i>Statistical Yearbook for Latin America and the Caribbean</i>	1	1	1	1
7. On economic, environmental and social statistics and geospatial information	5	5	5	4
Technical materials (number of materials)	–	–	6	6
8. Newsletter on economic, social and environmental statistics and geospatial information	–	–	6	6

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on environment, climate change and disaster statistics and indicators; economic statistics; household surveys, poverty, inequality and other social statistics; geospatial information; and follow-up of the 2030 Agenda.

Databases and substantive digital materials: the statistical information system and databases (CEPALSTAT) (800,000 annual visits); and the household survey database (BADEHOG).

**Subprogramme 11
Subregional activities in Central America, Cuba, the Dominican Republic,
Haiti and Mexico**

Objective

- 21.153 The objective, to which this subprogramme contributes, is to improve the formulation of evidence-based public policies in the economic, social and environmental fields in the countries in the subregion.

Strategy

- 21.154 To contribute to the objective, the subprogramme will support the implementation of national development agendas and strategic reforms towards generating economic and social impacts, and social compacts for equality benefiting those in vulnerable situations in the countries of Central America, Cuba, the Dominican Republic, Haiti and Mexico. Special emphasis will be placed on economic and social development, international trade, industry and integration, agriculture, food security and rural development, energy and natural resources, and climate change, thus contributing to Sustainable Development Goals 1, 2, 7, 8, 10, 13 and 17. Specifically, the subprogramme will:
- (a) Undertake analytical work to foster the generation, dissemination and implementation of innovative and sound approaches to address the subregion’s development challenges and build national and subregional capacities to formulate more integrated and coherent policies, taking into full consideration the different national contexts in the subregion;
 - (b) Continue to strengthen its multisectoral and interdisciplinary approach by maintaining and updating relevant databases and developing quantitative and qualitative analytical models;
 - (c) Provide training activities, advisory services and fellowships as well as organize and promote forums in the areas of economic, social and environmental public policies;
 - (d) Actively collaborate with the United Nations resident coordinator system and United Nations country teams in the subregion, providing inputs for the formulation of the United Nations Sustainable Development Cooperation Frameworks;
 - (e) Conduct research and deliver technical advice oriented towards measuring the impact of the pandemic and towards designing and implementing public policy for socioeconomic recovery.
- 21.155 The above-mentioned work is expected to result in:
- (a) The design, implementation and evaluation of effective public policies, including those focused on fiscal matters, trade and integration, energy, agriculture, food security, social protection and climate change;
 - (b) Better measurement of the impacts of the pandemic, with public policies oriented towards the socioeconomic recovery from those impacts.

Programme performance in 2021

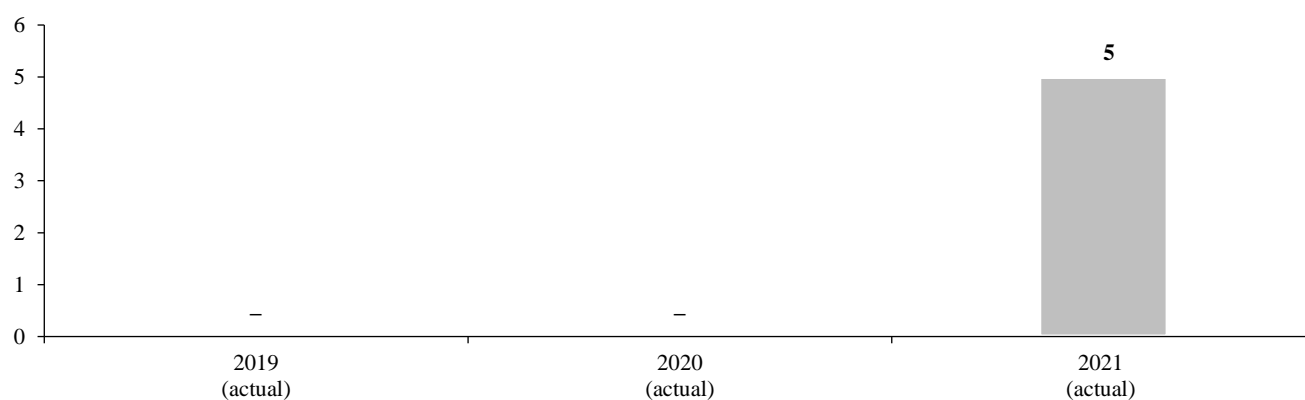
Non-discriminatory policy design to mitigate the effects of the pandemic on those in vulnerable situations

21.156 Since 2020, the subprogramme has been providing technical assistance to member States on the design of non-discriminatory public policies, as analyses have shown that such policies are crucial to mitigate the negative effects of the pandemic on those in vulnerable situations. These efforts have focused on four main areas, namely, health and care, social cohesion, education and financial inclusion. In the health and care sectors, the subprogramme provided technical assistance on the design of a national health policy to the National Council for the Prevention of Discrimination of Mexico; and within the framework of technical assistance to the Vice-Presidency of Costa Rica, training on the human rights of older persons was attended by policymakers and civil society representatives from 14 countries in the region. With regard to social cohesion, the subprogramme supported the design of local public policies for seven municipalities in the Mexico-Guatemala border region. Technical assistance was also provided to the Secretariat of Public Education of Mexico on the design of a policy concerning intercultural education in higher education. The subprogramme also launched several studies on financial inclusion.

21.157 Progress towards the objective is presented in the performance measure below (see figure 21.XXIX).

Figure 21.XXIX

Performance measure: number of public institutions with strengthened capacity to design non-discriminatory policy



Planned results for 2023

Result 1: strengthened technical dialogue for new development strategies in Central America

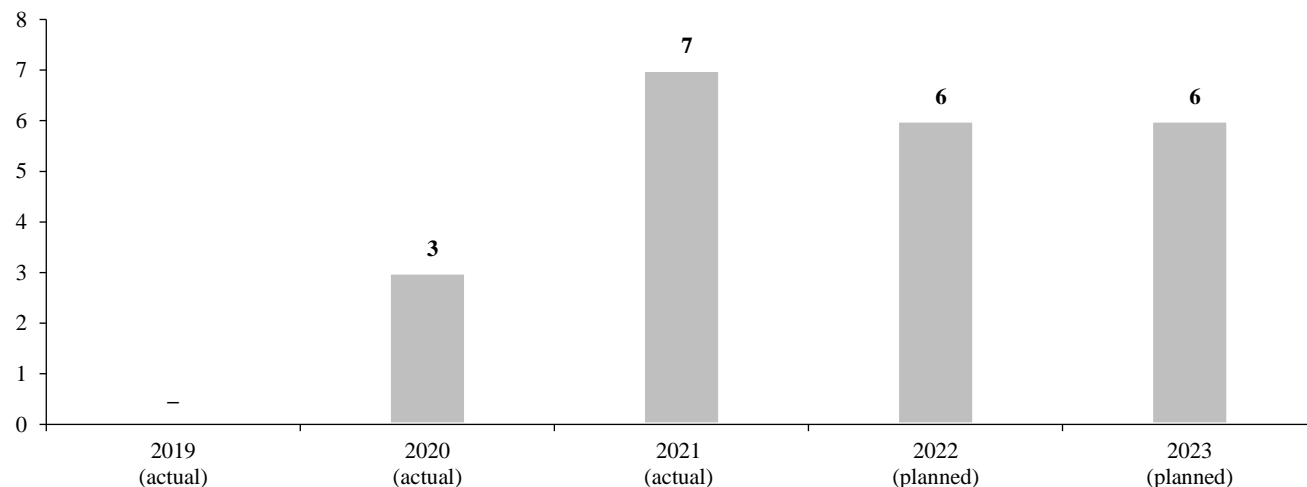
Programme performance in 2021 and target for 2023

21.158 The subprogramme's work contributed to seven countries (Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, and Panama) developing studies on growth, investment and productivity, which exceeded the planned target of six countries.

21.159 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XXX).

Figure 21.XXX

Performance measure: number of countries with studies on growth, investment and productivity (annual)



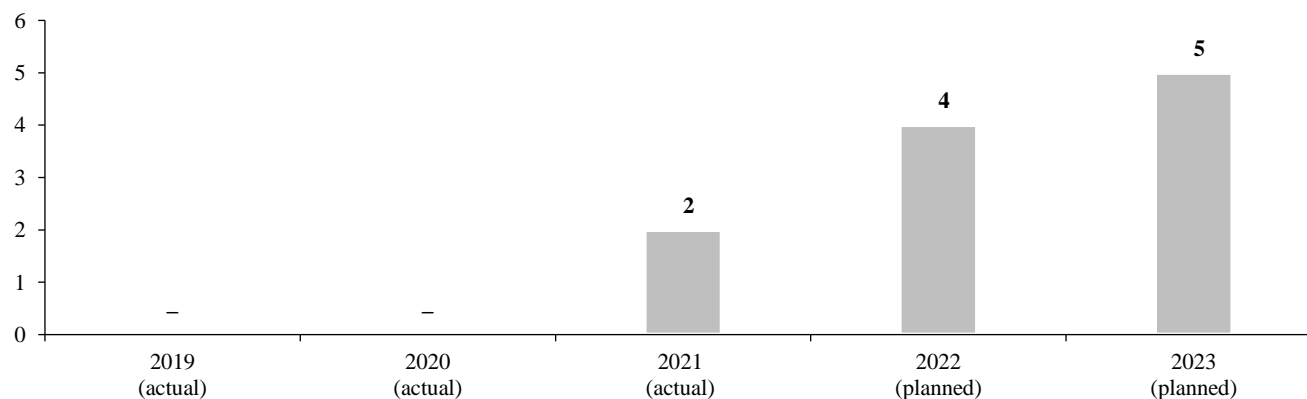
Result 2: strengthened institutional capacities for designing public investments that incorporate disaster risk reduction and sustainable and inclusive adaptation to climate change

Programme performance in 2021 and target for 2023

- 21.160 The subprogramme’s work contributed to public investment systems in two countries (Nicaragua and Panama) having strengthened the design of projects, incorporating the criteria related to disaster risk reduction and sustainable and inclusive adaptation to climate change in the water, energy and agriculture sectors, which met the planned target.
- 21.161 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XXXI).

Figure 21.XXXI

Performance measure: number of countries with public investment systems strengthening project design with disaster risk reduction and sustainable and inclusive adaptation to climate change in at least one sector (annual)



Result 3: strengthened technical capacities of national and regional institutions to design better public policies for development focused on the role of the State

Proposed programme plan for 2023

21.162 Despite the crisis and negative impacts that have emerged owing to COVID-19, recovery from the pandemic can be leveraged as an opportunity for aligning policies to fulfil the Sustainable Development Goals, leaving no one behind. The importance of the State, multilateralism, regional development, financing and debt relief will be crucial. The subprogramme has been conducting research on the lessons learned from States' responses to the pandemic in the subregion.

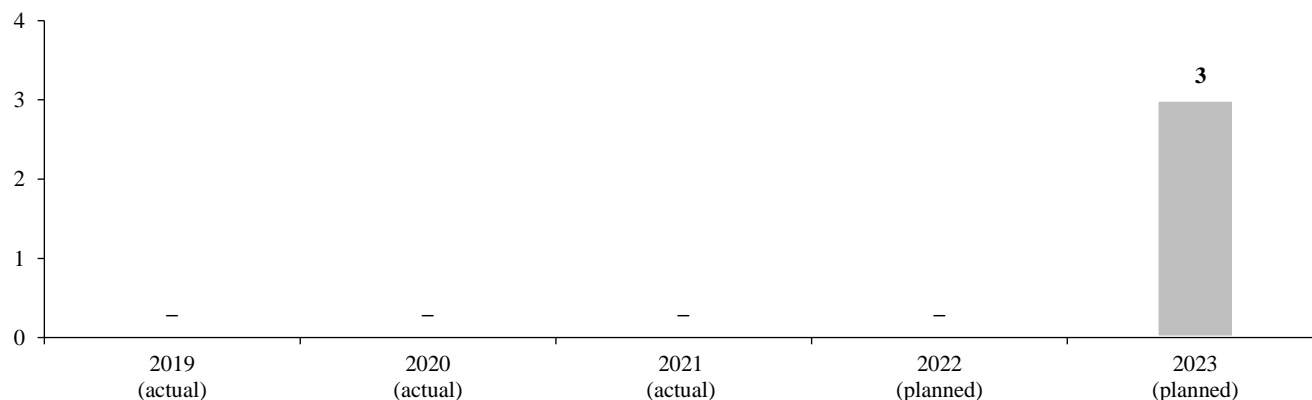
Lessons learned and planned change

21.163 The lesson for the subprogramme was the need to have a greater analytical focus on the importance of the State in providing timely policy responses to economic and social issues. In applying the lesson, the subprogramme will undertake additional efforts to provide Governments in the subregion with more analysis on the crucial role of the State in addressing disruptive shocks, such as the pandemic, and mitigating their impact on the well-being of populations. It will work to disseminate policy proposals and recommendations on the importance of the engagement of the State through different national and regional institutions, strengthening their technical capacities for designing strong public policies and multi-country initiatives.

21.164 Expected progress towards the objective is presented in the performance measure below (see figure 21.XXXII).

Figure 21.XXXII

Performance measure: number of public institutions with strengthened technical capacity to design public policies for development focused on the role of the State (annual)



Deliverables

21.165 Table 21.24 lists all deliverables of the subprogramme.

Table 21.24

Subprogramme 11: deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	2	2
1. On macroeconomic modelling, decent work, macroprudential policies and debt sustainability, social policies and social protection	1	1	–	–
2. On new narratives, structural gaps and sustainable development	–	–	1	1
3. On climate change adaptation and disaster risk reduction	–	–	1	1
Seminars, workshops and training events (number of days)	10	10	16	16
4. Meetings of experts, including on debt sustainability, macroeconomic and public policies, social structure, welfare systems and stratification, energy, food and agriculture, productive development and international and subregional trends in trade	10	10	10	10
5. Courses and workshops on policy options relating to climate change adaptation and mitigation, the Sustainable Development Goals and sustainable development	–	–	6	6
Publications (number of publications)	9	9	10	11
6. On macroeconomics, trade, external investments, social developments inclusive of labour markets, welfare systems, energy and agricultural sectors, public policies focusing on climate change and productive development	9	9	10	11
Technical materials (number of materials)	11	11	12	12
7. On subregional activities	1	1	2	2
8. On recent macroeconomic developments in the countries of the subregion	10	10	10	10
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on macroeconomic and macroprudential policies, the 2030 Agenda, social development issues, trade, sectoral policy, energy and climate change.				
Databases and substantive digital materials: databases on economic statistics and national accounts, social indicators, the agricultural sector and food security, trade integration, the hydrocarbon and electricity sectors and climate change in the subregion.				

Subprogramme 12

Subregional activities in the Caribbean

Objective

- 21.166 The objective, to which this subprogramme contributes, is to strengthen the sustainable development process in the Caribbean in the economic, social and environmental dimensions and to enhance the subregion's cooperation with Latin America.

Strategy

- 21.167 To contribute to the objective, the subprogramme will:
- Continue to engage ECLAC member States, regional and extraregional entities and other partners in regional and country-specific initiatives and convene high-level intergovernmental and technical meetings related to the follow-up to global and regional initiatives and conferences, including the 2030 Agenda and the Sustainable Development Goals, as well as to explore and articulate strategies and approaches towards sustainable development based on practical research and empirical and conceptual frameworks of analysis;

- (b) Support Caribbean countries, through technical missions and advisory services, in the development of evidence-based policies that promote sustainable development, contributing to the attainment of Sustainable Development Goals 3, 4, 5, 8, 9, 13 and 14;
- (c) Undertake research and analysis on emerging issues and challenges facing the Caribbean;
- (d) Build the capacities of development practitioners and decision makers in designing and implementing resilience-building measures for durable development that are inclusive of the special situation of women and persons with disabilities, in close cooperation with United Nations entities and Caribbean development partners;
- (e) Orient its research, in the light of COVID-19, towards providing focused policy and technical advice to tourism-dependent economies.

21.168 The above-mentioned work is expected to result in:

- (a) Increased effective subregional and regional engagement and consensus, functional cooperation and enhanced political advocacy on issues critical to the development of the Caribbean;
- (b) Advancement of the implementation of national and subregional strategies and programmes;
- (c) Caribbean tourism-based economies better able to facilitate resilient recovery in specific tourism-related sectors following the COVID-19 pandemic.

Programme performance in 2021

Modernized Caribbean national statistical legislation

21.169 Deficiencies in national statistical legislation constitute a major obstacle to the timely production and dissemination of quality, disaggregated data to inform sustainable development planning and policies in the Caribbean. The subprogramme provided technical assistance to Trinidad and Tobago in the drafting of its new National Statistical Institute Bill. This activity prompted a review of the statistical legislation frameworks of Caribbean countries and resulted in the ECLAC study “A review of Caribbean national statistical legislation in relation to the United Nations Fundamental Principles of Official Statistics”, which called for Caribbean countries to review their statistical legislation with a view to bringing them up to date. This call resonated with CARICOM and a revised CARICOM Statistics Model Bill was adopted to serve as the template for the Statistics Act of most CARICOM member States. The revision is a positive development in setting a modern and up-to-date template for national statistical legislation that is designed to remove legal impediments to the timely production of quality, disaggregated data and statistics in the subregion.

21.170 Progress towards the objective is presented in the performance measure below (see table 21.25).

Table 21.25
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
Ministry of Planning and Development of Trinidad and Tobago drafted national statistical legislation designed to usher in a new National Statistical Institute of Trinidad and Tobago and replace the country’s outdated Statistics Act	Caribbean countries improved understanding of the strengths and weaknesses of Statistics Acts and Ordinances of Caribbean countries	The Standing Committee of Caribbean Statisticians, the decision-making body of national statistics offices of the Caribbean, adopted a revised Statistical Model Bill at its 46th meeting, held in October 2021, which provides an up-to-date template for national statistical legislation in the Caribbean

Planned results for 2023

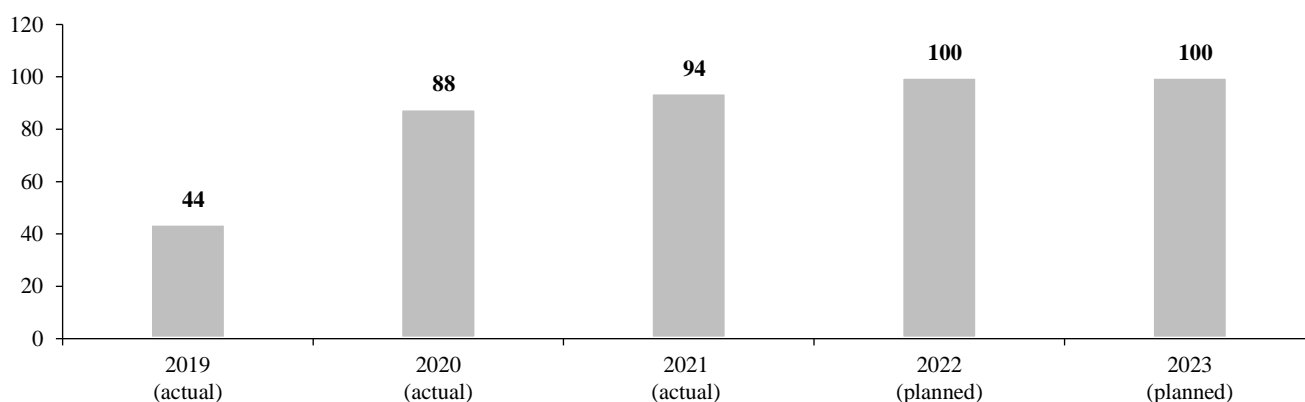
Result 1: more countries with Sustainable Development Goal institutional frameworks to strengthen their sustainable development processes

Programme performance in 2021 and target for 2023

- 21.171 The subprogramme's work contributed to the establishment of an institutional framework for the Sustainable Development Goals by an additional country, resulting in 94 per cent of Caribbean countries with formalized Sustainable Development Goal institutional frameworks, which exceeded the planned target of 81 per cent.
- 21.172 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XXXIII).

Figure 21.XXXIII

Performance measure: percentage of Caribbean countries with formalized Sustainable Development Goal institutional frameworks



Result 2: sustainable recovery from the COVID-19 pandemic through economic restructuring and diversification

Programme performance in 2021 and target for 2023

- 21.173 The subprogramme's work contributed to Caribbean member States having access to a road map to begin economic restructuring and diversification in selected priority sectors such as tourism, creative industries, information and communications technology (ICT) and knowledge-based services, which met the planned target.
- 21.174 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 21.26).

Table 21.26
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	Member States have access to research on the potential impact of the COVID-19 pandemic on Caribbean economies	Caribbean member States have access to a road map to begin economic restructuring and diversification in selected priority sectors	2 Caribbean countries develop proposals for investing in new or existing sector niches and segments	4 Caribbean countries develop proposals for diversification into key goods and services sectors

Result 3: sourcing and leveraging financing for development through innovative instruments and mechanisms

Proposed programme plan for 2023

- 21.175 As a group of mainly middle-income countries, the Caribbean has very limited access to international concessional financing to advance its development. Furthermore, high debt burdens and low credit ratings have limited access to international financial markets. Therefore, the subregion needs to source, leverage and scale innovative financing, including blended finance, public-private partnership arrangements, broad-based resilience funding mechanisms, debt for climate swaps and impact investing to achieve the step change in financing that is required to achieve the Sustainable Development Goals. The subprogramme took steps towards establishing the Caribbean Resilience Fund, a financing vehicle intended to leverage long-term low-cost development financing for the Caribbean. The steps included the production of a report that lays out the possible structure of the Resilience Fund and provides a road map for its establishment.

Lessons learned and planned change

- 21.176 The lesson for the subprogramme was that it was critical to get early buy-in from high-level government officials and key private sector partners in advancing concrete financing vehicles to increase the pool of innovative financing for development. In applying the lesson, the subprogramme will place greater focus on securing the support of high-level government officials in obtaining the baseline data in pilot countries. In addition, private sector partners, including development financing institutions, will be engaged as early as possible to obtain their practical perspectives on what institutional and operational arrangements might work best to deliver additional finance and to improve its efficiency and effectiveness for high-impact sectors and activities.
- 21.177 Expected progress towards the objective is presented in the performance measure below (see table 21.27).

Table 21.27

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	Draft of the structure, operation and governance of the Caribbean Resilience Fund available to Caribbean countries for review	Endorsement of the structure, operation and governance of the Caribbean Resilience Fund by key stakeholders	Road map for operationalizing the windows of the Caribbean Resilience Fund finalized for pilot country implementation	1 Caribbean country has initiated a debt swap/debt restructuring with creditors and/or private investors

Deliverables

21.178 Table 21.28 lists all deliverables of the subprogramme.

Table 21.28

Subprogramme 12: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
1. Sessions of the Caribbean Development and Cooperation Committee	–	–	3	–
2. Meetings of the Monitoring Committee of the Caribbean Development and Cooperation Committee	3	3	–	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	1	2	2
3. Related to sustainable development in the Caribbean	–	1	2	2
Seminars, workshops and training events (number of days)	22	21	18	18
4. Meeting of the Caribbean Development Round Table	–	–	1	–
5. Meetings on debt sustainability and other issues related to economic development and finance; on ICT; on statistics; on industrial development and trade; on mainstreaming a gender perspective and development, population and development, health, education and selected social development issues; on climate change adaptation and mitigation; on selected issues related to the environment, science, technology and innovation; on small island developing States and the Sustainable Development Goals in the Caribbean; on climate change and disaster risk reduction; and on the SIDS Accelerated Modalities of Action (SAMOA) Pathway	16	15	7	8
6. Workshops on disaster assessment and risk management; on ICT for sustainable development; on trade policy; on selected issues of social development in the Caribbean; on census and population; on environmental development; and on inclusive social protection	–	–	10	6
7. Training courses on selected ICT for sustainable development and knowledge management; on the use of REDATAM and household survey data; on selected environmental development issues; and on trade, regional integration or economic development	6	6	–	4

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

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
Publications (number of publications)	10	5	10	10
8. <i>Economic Survey of the Caribbean</i>	1	1	1	1
9. <i>Preliminary Overview of the Economies of the Caribbean</i>	1	–	1	1
10. <i>Caribbean Development Report</i>	–	–	1	–
11. On debt sustainability and other issues related to economic development and finance; on ICT; on statistics; on industrial development and trade; on mainstreaming a gender perspective and development, population and development, health, education and selected social development issues; on climate change adaptation and mitigation; on selected issues related to the environment, science, technology and innovation; on small island developing States and the Sustainable Development Goals in the Caribbean; on climate change and disaster risk reduction; and on the Samoa Pathway	8	4	7	8
Technical materials (number of materials)	8	7	9	8
12. On specific issues related to economic development, ICT for development, social development, environmental development, statistics and disaster risk management or resilience-building in the Caribbean; and <i>Caribbean in Brief</i>	4	3	5	4
13. <i>FOCUS</i> magazine	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on ICT for development, economic policies and integration, gender equality and social and population development, environmental development, and disaster preparedness and risk reduction.				
Databases and substantive digital materials: knowledge repository, knowledge society toolkit, database on statistical indicators and database on natural disasters.				
D. Communication deliverables				
Outreach programmes, special events and information materials: community outreach events.				
External and media relations: news items, <i>The Hummingbird</i> newsletter, media events, and television and radio interviews with ECLAC Caribbean staff.				
Digital platforms and multimedia content: ECLAC Caribbean website, Facebook page and LinkedIn page.				
Library services: information requests, library catalogue, interlibrary loans and services, and book displays (virtual).				

**Subprogramme 13
Support for regional and subregional integration and cooperation processes
and organizations**

Objective

- 21.179 The objective, to which this subprogramme contributes, is to enhance regional and subregional integration processes in order to foster their convergence and the participation of the region through common positions in interregional and global political dialogues in support of the 2030 Agenda.

Strategy

- 21.180 To contribute to the objective, the subprogramme will:
- (a) Promote coordination and cooperation within and among member States and associate members, subregional and regional entities, the resident coordinator system, United Nations agencies, funds and programmes, the private sector, civil society organizations (including the business community), academic institutions, extraregional stakeholders and other third parties through technical, logistical and substantive contributions to subregional and regional initiatives;

- (b) Support the development of joint regional positions in multilateral forums and global conferences in connection with important events, such as the meetings of CELAC, the Central American Integration System, the Southern Common Market, the Pacific Alliance, CARICOM, the Association of Caribbean States, the Organization of Eastern Caribbean States and other integration mechanisms that will report to the Forum of the Countries of Latin America and the Caribbean on Sustainable Development;
 - (c) Provide technical cooperation and advisory services, upon request, and training activities;
 - (d) Promote the sharing of knowledge and experiences to support the achievement of sustainable development, as well as promote discussions on shared targets, mainstreaming a gender perspective and in line with the Caribbean First strategy of the Commission;
 - (e) Promote multilateral cooperation, in the context of integration schemes and organizations in the region, and help the region to move towards the attainment of the Sustainable Development Goals, in particular Goals 16 and 17.
- 21.181 The above-mentioned work is expected to result in:
- (a) Reduced regional asymmetries and increased South-South and triangular cooperation initiatives;
 - (b) Common positions in support of the implementation of the 2030 Agenda;
 - (c) Active engagement by member States in regional and subregional integration processes and their strategic positioning at the global level;
 - (d) International cooperation to overcome the challenges posed by the pandemic.

Programme performance in 2021

Strengthened institutionalization of South-South cooperation in Latin America and the Caribbean

- 21.182 The subprogramme has been working over the years to deepen South-South and triangular cooperation among ECLAC member states, aiming at the implementation of the 2030 Agenda, as well as promoting discussions on the outcomes of the second High-level United Nations Conference on South-South Cooperation, held in Buenos Aires in March 2019 to reinvigorate the United Nations development system. In that context, the subprogramme has been serving as the technical secretariat for the Committee on South-South Cooperation of ECLAC and, in response to requests by member States, has been producing substantive materials for the Committee, contributing to increased awareness of the importance of South-South cooperation and supporting the discussion in that regard with timely and accurate data and analysis.
- 21.183 In 2020, ECLAC member States outlined the need for institutional changes to strengthen South-South cooperation in the region. That led to the transformation of the Committee into the Regional Conference on South-South Cooperation in Latin America and the Caribbean, as a standing subsidiary body of ECLAC, providing a space to facilitate cooperation and peer-to-peer learning based on comparative experiences aimed at reaching broader agreements and substantively discuss issues pertaining to South-South cooperation.
- 21.184 Progress towards the objective is presented in the performance measure below (see table 21.29).

Table 21.29
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
–	ECLAC member states adopted resolution 749(XXXVIII), which outlined the need for institutional changes to strengthen South-South cooperation in the region	Regional Conference on South-South Cooperation in Latin America and the Caribbean established by resolution 752(PLEN.36) at the 36th session of the Committee of the Whole

Planned results for 2023

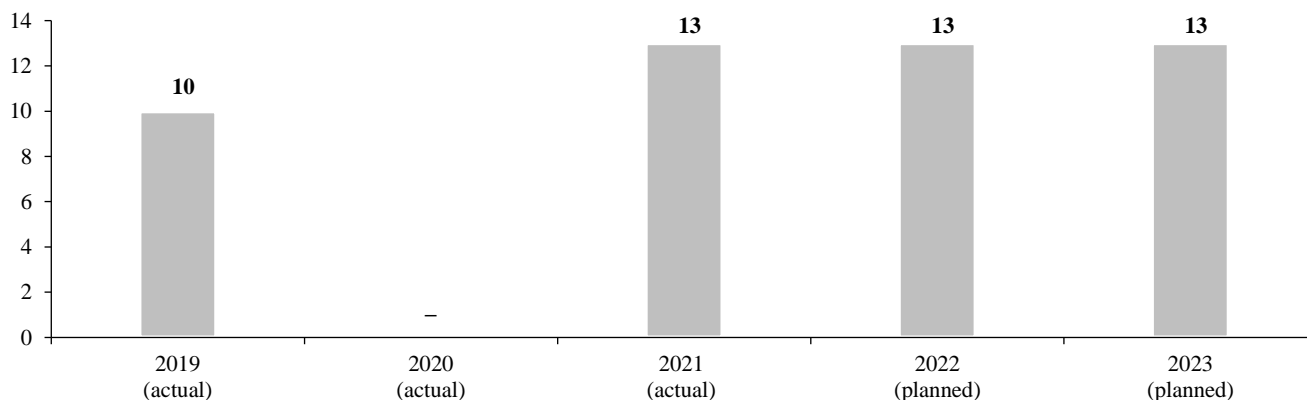
Result 1: reduced regional asymmetries and increased South-South and triangular cooperation

Programme performance in 2021 and target for 2023

- 21.185 The subprogramme’s work contributed to 13 Caribbean countries attending the Forum of the Countries of Latin America and the Caribbean on Sustainable Development and the enhancement of regional and subregional integration processes and global political dialogue, which met the planned target of 13 Caribbean countries.
- 21.186 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XXXIV).

Figure 21.XXXIV

Performance measure: number of Caribbean countries attending the Forum of the Countries of Latin America and the Caribbean on Sustainable Development (annual)



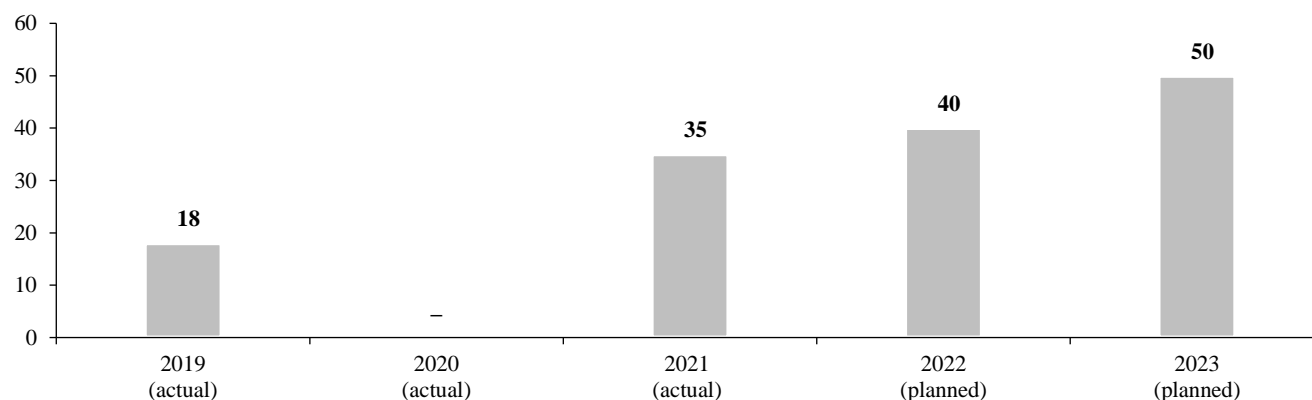
Result 2: robust regional and subregional integration processes in support of post-pandemic recovery in line with the 2030 Agenda

Programme performance in 2021 and target for 2023

- 21.187 The subprogramme’s work contributed to 35 regional and subregional organizations and civil society organizations participating in the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, which exceeded the planned target of 30 regional and subregional organizations and civil society organizations.
- 21.188 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 21.XXXV).

Figure 21.XXXV

Performance measure: number of regional and subregional organizations and civil society organizations participating in the Forum of the Countries of Latin America and the Caribbean on Sustainable Development (annual)



Result 3: strong regional and subregional participation of intergovernmental integration schemes and organizations in the region in support of the recovery from the pandemic in line with the 2030 Agenda

Proposed programme plan for 2023

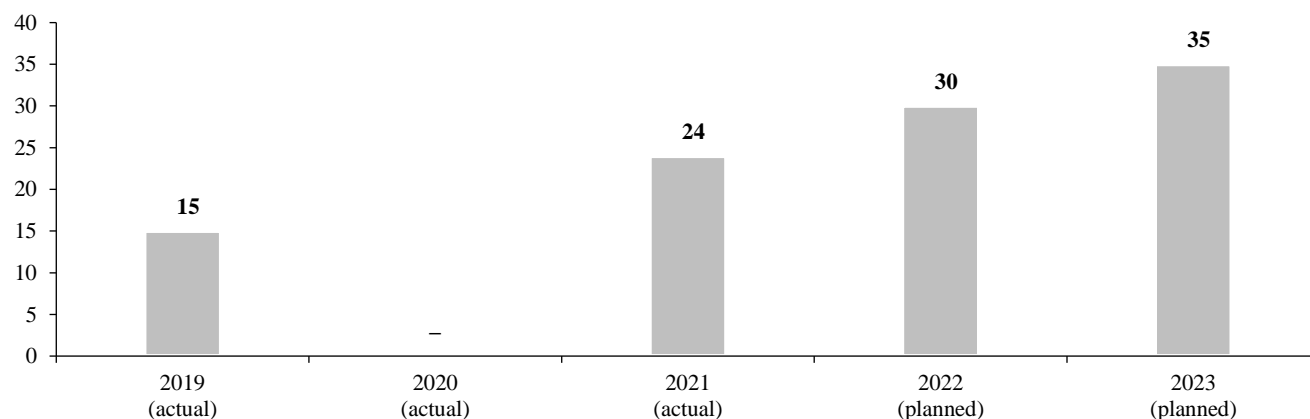
- 21.189 The region's increasingly complex social, economic and political circumstances have put more pressure on multilateralism, as the effects of the pandemic exacerbated inequalities within and among countries. The recovery from the pandemic must be in line with the Sustainable Development Goals and the 2030 Agenda to ensure that it leaves no one behind. ECLAC member States demonstrated their commitment to those ideas at the various panels and discussions, including the annual Forum of the Countries of Latin America and the Caribbean on Sustainable Development. The subprogramme actively promoted the participation of all relevant stakeholders at the Forum, including regional and subregional integration and cooperation organizations. In the current context, those organizations, as well as other relevant stakeholders, have initiated a dialogue to find common positions on the recovery process to address the health, economic and social effects caused by the COVID-19 pandemic.

Lessons learned and planned change

- 21.190 The lesson for the subprogramme was the need to ensure the participation of representatives from regional and subregional intergovernmental integration schemes and organizations in the Forum, given their contribution to the development of regional strategies. In applying the lesson, the subprogramme will work to promote increased participation of those organizations and schemes at the Forum.
- 21.191 Expected progress towards the objective is presented in the performance measure below (see figure 21.XXXVI).

Figure 21.XXXVI

Performance measure: number of regional and subregional intergovernmental integration schemes and organizations participating in the Forum of the Countries of Latin America and the Caribbean on Sustainable Development (annual)



Deliverables

21.192 Table 21.30 lists all deliverables of the subprogramme.

Table 21.30

Subprogramme 13: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	6	6	6
1. Training courses and seminars, in cooperation with government entities and regional and subregional organizations, on strategies and processes for convergence and integration; on South-South and triangular cooperation and strategies relating to extraregional stakeholders and third parties; to assess progress in subregional and regional integration; and to assess progress in subregional and regional integration processes	6	6	6	6
Publications (number of publications)	4	4	3	3
2. On the integration of regional and subregional organizations and processes, including South-South cooperation	4	4	3	3
Technical materials (number of materials)	3	3	2	2
3. Input for the intergovernmental meeting on integration and cooperation and meetings with extraregional stakeholders and third parties	3	3	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on topics related to the Commission's mandate, including on integration and cooperation, and to regional and subregional organizations and processes, including on the 2030 Agenda; and provision to member States, upon request, of technical advice, in support of regional and subregional processes and organizations in areas relevant to the Commission's mandate and in their relationships with extraregional stakeholders and third parties in areas relating to the work of the subprogramme.				

B. Proposed post and non-post resource requirements for 2023

Overview

21.193 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 21.31 to 21.33.

Table 21.31

Overall: evolution of financial resources by objects of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Post	49 916.3	50 629.9	–	–	(0.4)	(0.4)	–	50 629.5
Other staff costs	1 031.4	1 456.0	–	–	–	–	–	1 456.0
Hospitality	–	4.8	–	–	–	–	–	4.8
Consultants	1 086.0	317.3	–	–	5.5	5.5	1.7	322.8
Experts	4.8	362.2	–	–	(5.5)	(5.5)	(1.5)	356.7
Travel of staff	163.1	642.8	–	–	–	–	–	642.8
Contractual services	1 743.2	1 799.1	–	–	–	–	–	1 799.1
General operating expenses	2 954.6	3 628.2	–	–	–	–	–	3 628.2
Supplies and materials	69.1	152.7	–	–	–	–	–	152.7
Furniture and equipment	1 265.1	326.2	–	–	–	–	–	326.2
Improvement of premises	2.5	23.5	–	–	–	–	–	23.5
Grants and contributions	161.5	443.5	(431.3)	–	–	(431.3)	(97.2)	12.2
Total	58 397.4	59 786.2	(431.3)	–	(0.4)	(431.7)	(0.7)	59 354.5

Table 21.32

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	480	1 USG, 3 D-2, 12 D-1, 31 P-5, 61 P-4, 62 P-3, 47 P-2/1, 4 GS (OL), 3 NPO, 256 LL
Redeployment (geographical)	–	1 P-5 and 1 P-4 under subprogramme 1
Redeployment	–	1 P-4 from programme support to subprogramme 11 1 P-3 from subprogramme 11 to programme support
Proposed for 2023	480	1 USG, 3 D-2, 12 D-1, 31 P-5, 61 P-4, 62 P-3, 47 P-2/1, 4 GS (OL), 3 NPO, 256 LL

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 21.33
Overall: proposed posts by category and grade^a

(Number of posts)

Category and grade	Changes					2023 proposed
	2022 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	12	–	–	–	–	12
P-5	31	–	–	–	–	31
P-4	61	–	–	–	–	61
P-3	62	–	–	–	–	62
P-2/1	47	–	–	–	–	47
Subtotal	217	–	–	–	–	217
General Service and related						
GS (OL)	4	–	–	–	–	4
NPO	3	–	–	–	–	3
LL	256	–	–	–	–	256
Subtotal	263	–	–	–	–	263
Total	480	–	–	–	–	480

^a Includes three temporary posts (1 P-4 and 2 P-3) that were approved pursuant to General Assembly resolution [71/272](#).

21.194 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 21.34 to 21.36 and figure 21.XXXVII.

21.195 As reflected in tables 21.34 (1) and 21.35 (1), the overall resources proposed for 2023 amount to \$59,354,500 before recosting, reflecting a net decrease of \$431,700 (or 0.7 per cent) compared with the appropriation for 2022. Resource changes result from two factors, namely: (a) technical adjustments; and (b) other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

 Table 21.34
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

 (1) *Regular budget*

Component/subprogramme	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
A. Policymaking organs	641.5	756.7	–	–	–	–	–	756.7
B. Executive direction and management	4 147.8	3 901.0	–	–	–	–	–	3 901.0
C. Programme of work								
1. International trade, integration and infrastructure	3 326.3	3 264.7	–	–	(0.4)	(0.4)	–	3 264.3
2. Production and innovation	2 528.0	2 653.2	–	–	–	–	–	2 653.2

Part V Regional cooperation for development

Component/subprogramme	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
3. Macroeconomic policies and growth	4 490.8	4 601.4	–	–	–	–	–	4 601.4
4. Social development and equality	2 194.3	1 994.6	–	–	–	–	–	1 994.6
5. Gender equality and women's autonomy	1 412.3	1 250.8	–	–	–	–	–	1 250.8
6. Population and development	2 194.3	1 820.2	–	–	–	–	–	1 820.2
7. Sustainable development and human settlements	2 788.4	2 825.5	–	–	–	–	–	2 825.5
8. Natural resources	2 024.5	2 267.2	–	–	–	–	–	2 267.2
9. Planning and public management for development	1 029.8	1 248.4	–	–	–	–	–	1 248.4
10. Statistics	3 126.0	2 967.5	–	–	–	–	–	2 967.5
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	4 859.9	5 230.6	–	–	24.7	24.7	0.5	5 255.3
12. Subregional activities in the Caribbean	3 705.4	4 428.4	–	–	–	–	–	4 428.4
13. Support for regional and subregional integration and cooperation processes and organizations	787.4	921.2	–	–	–	–	–	921.2
Subtotal, C	34 467.4	35 473.7	–	–	24.3	24.3	0.1	35 498.0
D. Programme support	19 140.8	19 654.8	(431.3)	–	(24.7)	(456.0)	(2.3)	19 198.8
Subtotal, 1	58 397.4	59 786.2	(431.3)	–	(0.4)	(431.7)	(0.7)	59 354.5

(2) *Extrabudgetary*

Component/subprogramme	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	401.7	576.9	–	–	576.9
C. Programme of work					
1. International trade, integration and infrastructure	648.7	696.1	11.9	1.7	708.0
2. Production and innovation	711.7	775.0	61.8	8.0	836.8
3. Macroeconomic policies and growth	946.1	758.4	(28.3)	(3.7)	730.1
4. Social development and equality	649.3	665.7	16.2	2.4	681.9
5. Gender equality and women's autonomy	675.5	874.7	54.5	6.2	929.2
6. Population and development	234.2	323.9	(35.8)	(11.1)	288.1
7. Sustainable development and human settlements	1 160.4	1 171.8	(34.6)	(3.0)	1 137.2
8. Natural resources	418.7	685.0	23.0	3.4	708.0
9. Planning and public management for development	544.9	1 120.8	0.4	–	1 121.2
10. Statistics	339.6	365.9	54.5	14.9	420.4

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

<i>Component/subprogramme</i>	<i>2021 expenditure</i>	<i>2022 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2023 estimate</i>
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	1 410.8	1 332.9	(558.6)	(41.9)	774.3
12. Subregional activities in the Caribbean	197.1	444.5	(84.9)	(19.1)	359.6
13. Support for regional and subregional integration and cooperation processes and organizations	–	–	–	–	–
Subtotal, C	7 937.0	9 214.7	(519.9)	(5.6)	8 694.8
D. Programme support	767.1	924.0	–	–	924.0
Subtotal, 2	9 105.8	10 715.6	(519.9)	(4.9)	10 195.7
Total	67 503.2	70 501.8	(951.6)	(1.3)	69 550.2

Table 21.35

Overall: proposed posts for 2023 by source of funding, component and subprogramme

(Number of posts)

 (1) *Regular budget*

<i>Component/subprogramme</i>	<i>2022 approved</i>	<i>Changes</i>				<i>2023 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	32	–	–	–	–	32
C. Programme of work						
1. International trade, integration and infrastructure	25	–	–	–	–	25
2. Production and innovation	20	–	–	–	–	20
3. Macroeconomic policies and growth	36	–	–	–	–	36
4. Social development and equality	15	–	–	–	–	15
5. Gender equality and women's autonomy	9	–	–	–	–	9
6. Population and development	16	–	–	–	–	16
7. Sustainable development and human settlements	18	–	–	–	–	18
8. Natural resources	18	–	–	–	–	18
9. Planning and public management for development	12	–	–	–	–	12
10. Statistics	27	–	–	–	–	27
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	49	–	–	–	–	49
12. Subregional activities in the Caribbean	36	–	–	–	–	36
13. Support for regional and subregional integration and cooperation processes and organizations	6	–	–	–	–	6
Subtotal, C	287	–	–	–	–	287
D. Programme support	161	–	–	–	–	161
Subtotal, 1	480	–	–	–	–	480

Part V Regional cooperation for development

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2022 estimate</i>	<i>Change</i>	<i>2023 estimate</i>
A. Policymaking organs	–	–	–
B. Executive direction and management	5	–	5
C. Programme of work			
1. International trade, integration and infrastructure	1	–	1
2. Production and innovation	3	–	3
3. Macroeconomic policies and growth	3	–	3
4. Social development and equality	3	–	3
5. Gender equality and women's autonomy	3	1	4
6. Population and development	1	–	1
7. Sustainable development and human settlements	3	–	3
8. Natural resources	–	–	–
9. Planning and public management for development	12	(1)	11
10. Statistics	–	–	–
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	3	–	3
12. Subregional activities in the Caribbean	1	–	1
13. Support for regional and subregional integration and cooperation processes and organizations	–	–	–
Subtotal, C	38	–	38
D. Programme support	14	–	14
Subtotal, 2	52	–	52
Total	532	–	532

Table 21.36

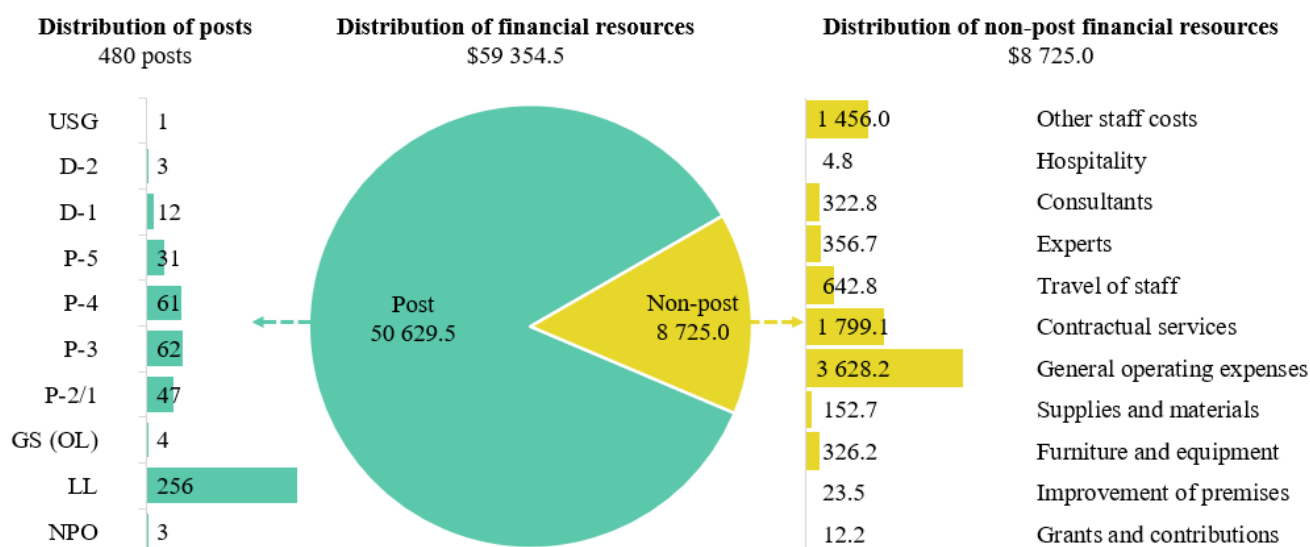
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2021 expenditure</i>	<i>2022 appropriation</i>	<i>Changes</i>					<i>2023 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Post	49 916.2	50 629.9	–	–	(0.4)	(0.4)	–	50 629.5
Non-post	8 481.2	9 156.3	(431.3)	–	–	(431.3)	(4.7)	8 725.0
Total	58 397.4	59 786.2	(431.3)	–	(0.4)	(431.7)	(0.7)	59 354.5
Post resources by category								
Professional and higher		217	–	–	–	–	–	217
General Service and related		263	–	–	–	–	–	263
Total		480	–	–	–	–	–	480

Figure 21.XXXVII
Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

- 21.196 As reflected in table 21.34 (1), resource changes reflect a net decrease of \$431,300 under programme support, related to the removal of non-recurrent requirements for grants and contributions for the renovation of the North Building at the Economic Commission for Latin America and the Caribbean in Santiago, approved by the General Assembly for 2022 in its resolution [76/246](#) (sect. XVI). Resource requirements for 2023 relating to the renovation of the North Building at ECLAC will be submitted to the Assembly in the report of the Secretary-General on progress on the renovation of the North Building at the Economic Commission for Latin America and the Caribbean in Santiago during the main part of its seventy-seventh session.

Other changes

- 21.197 As reflected in tables 21.34 (1) and 21.35 (1), resource changes reflect a net decrease of \$400, as follows:
- Subprogramme 1, International trade, integration and infrastructure.** The net decrease of \$400 relates to the redeployment (geographical) of one post of Senior Economic Affairs Officer (P-5) from the liaison office in Washington, D.C. to Santiago headquarters, as detailed in annex III (decrease of \$18,200); offset in part by the redeployment (geographical) of one post of Social Affairs Officer (P-4) from Santiago headquarters to the liaison office in Washington, D.C., as detailed in annex III (increase of \$17,800);
 - Subprogramme 11, Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico.** The net increase of \$24,700 relates to the inward redeployment of one post of Administrative Officer (P-4) from programme support, as detailed in annex III (increase of \$179,400); offset in part by the outward redeployment of one post of Public Information Officer (P-3) to programme support, as detailed in annex III (decrease of \$154,700);

- (c) **Programme support.** The net decrease of \$24,700 relates to the outward redeployment of one post of Administrative Officer (P-4) to subprogramme 11, as detailed in annex III (decrease of \$179,400); offset in part by the inward redeployment of one post of Public Information Officer (P-3) from subprogramme 11, as detailed in annex III (increase of \$154,700).

Extrabudgetary resources

- 21.198 As reflected in tables 21.34 (2) and 21.35 (2), ECLAC expects to continue to receive both cash and in-kind contributions, which would complement regular budget resources. In 2023, extrabudgetary resources (cash contributions) are estimated at \$10,195,700 and would provide for 52 posts, as presented in table 21.35 (2). The resources would be used mainly to continue to support analytical studies and technical cooperation activities, including advisory services, assistance and support for the countries of the region, and to complement field projects and training courses aimed at strengthening the capacity of institutions and policymakers to address a broad range of development, economic, social and environmental issues with a regional perspective. During the past few years, ECLAC has been able to increase the level of extrabudgetary resources while at the same time increasing and diversifying the types of donors. This strategy has allowed it to reduce the impact of the downward global trend in development cooperation flows towards middle-income economies (as most Latin American and Caribbean countries are categorized), which allowed a rebound in extrabudgetary resources specifically aimed at further supporting member States' efforts to overcome the impact of the pandemic through a transformative reactivation in the context of the "Big Push for Sustainability" initiative. The year 2023 will be challenging from an extrabudgetary resource mobilization perspective, as several of the Commission's largest multi-year cooperation projects are scheduled to end. However, ECLAC will continue to deploy outreach efforts to maintain an extrabudgetary portfolio level that is adequate for supporting technical cooperation activities. The expected decrease of \$519,900 is attributed to the scheduled completion of several large multi-year projects. The full impact of that decrease will be reduced as a result of enhanced partnerships with entities of the United Nations system, international financial institutions and the private sector. Extrabudgetary resources represent 14.7 per cent of the total resources for this programme.
- 21.199 In-kind contributions are received by ECLAC under donated right-to-use arrangements. Anticipated in-kind contributions would provide for rent-free premises for the ECLAC national office in Brasilia, with an estimated value of \$75,700 for the year, and the donated right-to-use of land for ECLAC premises in Santiago, with an estimated value of \$568,400 for the year.
- 21.200 The extrabudgetary resources under this section are subject to the oversight of the secretariat of ECLAC, which has delegated authority from the Secretary-General.

Policymaking organs

- 21.201 The resources proposed under this component would provide for the servicing of meetings of ECLAC intergovernmental bodies. The sessions of the Commission provide overall guidance to the work of the secretariat. Table 21.37 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

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

Table 21.37

Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>
Session of the Economic Commission for Latin America and the Caribbean	The biennial session of the Commission considers development issues for the countries of the region and reviews the progress of the Commission's work. It also enables member States to examine the secretariat's report on the Commission's activities. Through the programme of work that they adopt and the calendar of conferences they approve, Governments also define the mandates that will guide the Commission's work in the future.	Mandate: Economic and Social Council resolution 106 (VI) Membership: 60 government officials Number of sessions in 2022: 1	194.1	–
Committee of the Whole	The Committee of the Whole normally meets at United Nations Headquarters with permanent representatives of ECLAC member States during the years in which the Commission does not hold a session.	Mandate: Economic and Social Council resolution 106 (VI), para. 3, and ECLAC resolutions 419(PLEN.14) and 489(PLEN.19) Membership: 60 government officials Number of sessions in 2023: 1	–	54.8
Regional Conference on Women in Latin America and the Caribbean	The Regional Conference reviews the regional and subregional situation with regard to women's autonomy and rights, puts forward recommendations on public policies on gender equality, undertakes periodic assessments of the activities carried out in fulfilment of regional and international agreements and serves as a forum for discussion on gender equality. It brings together high-level authorities with responsibility for issues relating to the situation of women and for policies to ensure gender equity in the countries of the region. The Regional Conference is held at least once every three years.	Mandate: Decision adopted on 21 November 1977 by the Committee of the Whole at its eleventh special session Membership: 60 government officials Number of sessions in 2022: 1	76.1	–
Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean	The Presiding Officers provide overall direction on the work of the secretariat on issues related to the integration of women into development in the region in intersessional intervals of the Conference.	Mandate: Regional Plan of Action on the Integration of Women into Latin American Economic and Social Development, para. 88.2 Membership: 60 government officials Number of sessions in 2022: 2 Number of sessions in 2023: 2	28.0	38.9
Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning	The Regional Council acts as the senior guiding body for the activities of the Latin American and Caribbean Institute for Economic and Social Planning and serves as an advisory body with respect to the implementation of the work programmes of the Institute and the evaluation of their results. The Council meets every two years or as required.	Mandate: ECLAC resolutions 351(XVI) and 553(XXVI) Membership: 33 government officials Number of sessions in 2023: 1	–	75.2

Part V Regional cooperation for development

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>
Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning	The Presiding Officers review the progress with respect to resolutions adopted by the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning and also review the activities of the Institute. The Presiding Officers meet every two years or as required.	Mandate: ECLAC resolution 340(AC.66), adopted by the Committee of the Whole at its eighth extraordinary session. ECLAC resolutions 351(XVI) and 553(XXVI) Membership: 33 government officials Number of sessions in 2022: 1	28.0	–
Caribbean Development and Cooperation Committee	The Committee coordinates economic and social development cooperation and addresses other development concerns of the Caribbean members of ECLAC. It also serves as an advisory and consultative body to the Executive Secretary of ECLAC on issues concerning the Caribbean. The Committee meets every two years or as required.	Mandate: ECLAC resolution 358(XVI) and constituent declaration, functions and rules of procedure of the Committee (E/CEPAL/1022) Membership: 29 government officials Number of sessions in 2022: 1	75.0	–
Monitoring Committee of the Caribbean Development and Cooperation Committee	The Monitoring Committee promotes and strengthens economic and social cooperation and integration among the countries of the Caribbean and also promotes cooperation between them and the countries and integration processes of Latin America and the Caribbean. The Committee meets every two years or as required.	Mandate: ECLAC resolutions 358(XVI), 419(PLEN.14), 489(PLEN.19) and 553(XXVI) Membership: 29 government officials Number of sessions in 2023: 1	–	47.0
Forum of the Countries of Latin America and the Caribbean on Sustainable Development	The Forum follows up and reviews the implementation of the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals and targets, and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. The Forum meets annually.	Mandate: ECLAC resolution 700(XXX) Membership: 33 government officials Number of sessions in 2022: 1 Number of sessions in 2023: 1	97.1	97.1
Ministerial Conference on the Information Society in Latin America and the Caribbean	The Ministerial Conference designs and implements programmes for access to and use of information and communications technology (ICT) in the region. The Plan of Action for the Information Society in Latin America and the Caribbean (eLAC 2007) represents the region's vision for and political commitment to reducing the digital divide and promoting access to and use of ICT as a development tool. The Conference is held every two years or as required.	Mandate: ECLAC resolution 610(XXX) Membership: 33 government officials Number of sessions in 2022: 1	33.1	–
Preparatory meeting for the Ministerial Conference on the Information Society in Latin America and the Caribbean	The preparatory meeting evaluates the commitments made in the Digital Agenda for Latin America and the Caribbean (eLAC 2020) with a view to preparing for the Ministerial Conference. The preparatory meeting is held every two years or as required.	Mandate: ECLAC resolution 610(XXX) Membership: 33 government officials Number of sessions in 2023: 1	–	36.0

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

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>
Statistical Conference of the Americas	The Conference contributes to the progress of policies on statistics and statistical activities in the countries of the region and promotes international, regional and bilateral cooperation among national statistical offices and international and regional agencies. The Conference is held every two years.	Mandate: ECLAC resolution 580(XXVIII) and Economic and Social Council resolution 2000/7 Membership: 60 government officials Number of sessions in 2023: 1	–	79.2
Executive Committee of the Statistical Conference of the Americas	The Executive Committee supports the preparation of technical reports on the progress and results achieved under the programme of work defined by the Conference. The Committee meets annually.	Mandate: ECLAC resolution 580(XXVIII) and Economic and Social Council resolution 2000/7 Membership: 60 government officials Number of sessions in 2022: 1 Number of sessions in 2023: 1	28.0	38.9
Regional Conference on Social Development in Latin America and the Caribbean	The Regional Conference promotes the development of national policies on social development and international, regional and bilateral cooperation in the field of social development, in order to examine multidimensional poverty and make progress on poverty measurement and addressing inequality and structural gaps. The Regional Conference is held every two years.	Mandate: ECLAC resolution 682(XXXV) and Economic and Social Council resolution 2014/32 Membership: 60 government officials Number of sessions in 2023: 1	–	79.2
Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean	The Presiding Officers meet at least once between regular sessions of the Conference and review the progress made in the implementation of resolutions adopted by the Conference and of the agreements of the previous Presiding Officers.	Mandate: ECLAC resolution 682(XXXV) and Economic and Social Council resolution 2014/32 Membership: 60 government officials Number of sessions in 2022: 1	28.0	–
Regional Conference on Population and Development in Latin America and the Caribbean	The Regional Conference focuses on monitoring and reviewing issues relating to population and development, international migration, indigenous peoples and Afrodescendent populations, and ageing. The Regional Conference is held every two years.	Mandate: ECLAC resolution 670(XXXIV), Agreement 1 of the ECLAC Ad Hoc Committee on Population and Development, Montevideo Consensus on Population and Development Membership: 60 government officials Number of sessions in 2022: 1	79.0	–
Presiding Officers of the Regional Conference on Population and Development in Latin America and the Caribbean	The Presiding Officers meet at least once between regular sessions of the Conference and serve as a link between member States and the ECLAC secretariat in order to provide regional follow-up on issues related to population and development adopted by the Conference.	Mandate: ECLAC resolution 670(XXXIV), Agreement 1 of the ECLAC Ad Hoc Committee on Population and Development, Montevideo Consensus on Population and Development Membership: 60 government officials Number of sessions in 2023: 1	–	38.9

Part V Regional cooperation for development

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>
Conference on Science, Innovation and Information and Communications Technologies	The Conference promotes the development and improvement of national policies on science, technology and innovation and those related to the progress of the information and knowledge society. The Conference meets annually or as required.	Mandate: ECLAC resolution 672(XXXIV) and Economic and Social Council resolution 2012/35 Membership: 60 government officials Number of sessions in 2023: 1	–	74.1
Executive Committee of the Conference on Science, Innovation and Information and Communications Technologies	The Executive Committee meets at least once between regular sessions of the Conference and it follows up on the implementation of the agreements adopted and tasks assigned by the Conference, particularly with respect to the biennial programme of activities.	Mandate: ECLAC resolution 672(XXXIV) and Economic and Social Council resolution 2012/35 Membership: 60 government officials Number of sessions in 2022: –	15.0	–
Regional Conference on South-South Cooperation in Latin America and the Caribbean	The Regional Conference prioritizes the implementation of the mandates conferred on United Nations regional commissions in the outcome document of the second High-level United Nations Conference on South-South Cooperation and carries out its activities within the framework of the 2030 Agenda for Sustainable Development and General Assembly resolution 76/221 on South-South cooperation.	Mandate: General Assembly resolution 58/220, ECLAC resolutions 611(XXX) and 752(PLEN.36) Membership: 60 government officials Number of sessions in 2023: 1	–	25.1
Presiding Officers of the Regional Conference on South-South Cooperation in Latin America and the Caribbean	The Presiding Officers meet at least once between regular sessions of the Conference and adopt a draft programme of activities for the Conference.	Mandate: General Assembly resolution 58/220, ECLAC resolution 611(XXX) and 752(PLEN.36) Membership: 60 government officials Number of sessions in 2022: 1	3.0	–
Conference of the Parties to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean	The Conference is held annually to review and promote the implementation and effectiveness of the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean.	Mandate: ECOSOC resolution 2021/31 and the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean Membership: 33 government officials Number of sessions in 2022: 1 Number of sessions in 2023: 1	66.3	66.3
Committee of High-level Government Experts	The Committee reviews the achievement of objectives of the International Development Strategy in Latin America. The Committee meets as and when required.	Mandate: ECLAC resolutions 310(XIV), 419(PLEN.14), 422(XIX), para. 204, 425(XIX), 489(PLEN.19) and 553(XXVI) Membership: 33 government officials Number of sessions in 2022: 1 Number of sessions in 2023: 1	3.0	3.0

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

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>
Central American Economic Cooperation Committee	The Committee serves as a consultative and advisory forum for Central American integration. The Committee meets as and when required.	Mandate: ECLAC resolutions 9(IV) and 553(XXVI) Membership: 7 government officials Number of sessions in 2022: 1 Number of sessions in 2023: 1	3.0	3.0
Total			756.7	756.7

21.202 The proposed regular budget resources for 2023 amount to \$756,700 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 21.38 and figure 21.XXXVIII.

Table 21.38

Policymaking organs: evolution of financial resources

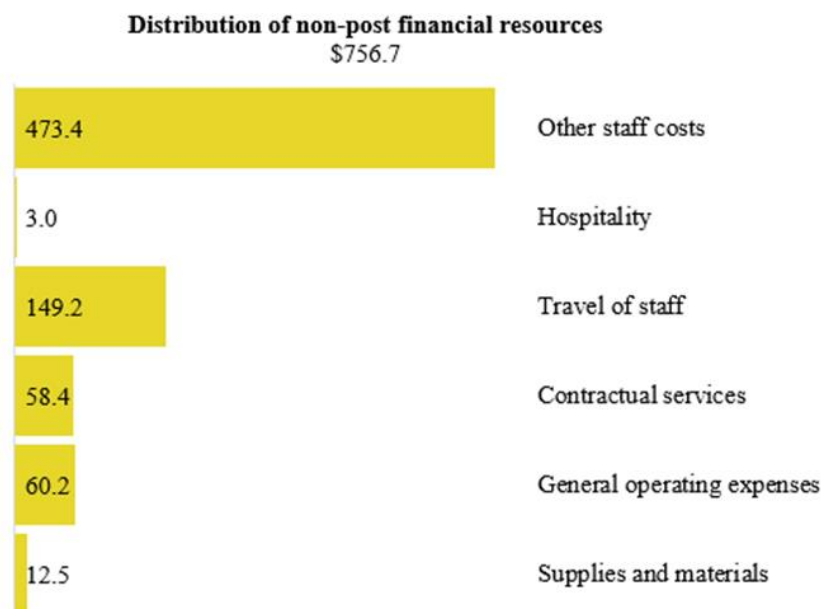
(Thousands of United States dollars)

	<i>2021 expenditure</i>	<i>2022 appropriation</i>	<i>Changes</i>					<i>2023 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Non-post	641.5	756.7	–	–	–	–	–	756.7
Total	641.5	756.7	–	–	–	–	–	756.7

Figure 21.XXXVIII

Policymaking organs: distribution of proposed resources for 2023 (before recosting)

(Thousands of United States dollars)



Executive direction and management

- 21.203 Executive direction and management, headed by the Executive Secretary at the Under-Secretary-General level, is responsible for the overall direction, supervision and management of ECLAC in the implementation of its mandates and its approved programme of work. The component is also responsible for the coordination of the preparation of the institutional document on the main substantive topics discussed at the biennial session of the Commission, as well as for the publication of the *CEPAL Review*. The Office of the Executive Secretary is responsible for the coordination of the preparation of the progress report on the implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in Latin America and the Caribbean, and the report on the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, which is convened annually under the auspices of ECLAC. The Executive Secretary is assisted by the Deputy Executive Secretary.
- 21.204 The Office of the Executive Secretary provides leadership and policy orientation and establishes the criteria to coordinate follow-up in the region on the implementation of the 2030 Agenda, including the Sustainable Development Goals, and the Addis Ababa Action Agenda, as well as the mainstreaming of cross-cutting issues, such as gender, disability inclusion and sustainability perspectives, throughout ECLAC subprogrammes. It is also responsible for coordinating its programme of work with other funds, programmes and specialized agencies of the United Nations system in the region. It includes the Office of the Secretary of the Commission, which is responsible for maintaining political relations with the Governments and authorities of ECLAC member States and for performing diplomatic and protocol functions and is entrusted with servicing intergovernmental meetings.
- 21.205 The Programme Planning and Operations Division provides overall coordination, guidance and advice to the ECLAC subprogramme managers with respect to the preparation of: (a) the draft programme of work and the report on the activities of the Commission for consideration and adoption at the biennial session of the Commission or at the Committee of the Whole; and (b) the annual proposed programme budget. The Division also monitors the implementation of the work programme and coordinates, organizes and reports on the implementation of the ECLAC evaluation plan.
- 21.206 The Public Information Unit is accountable to the Executive Secretary and works in close coordination with the Department of Global Communications of the Secretariat.
- 21.207 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), ECLAC integrates environmental management practices into its operations. In 2021, a highlighted result is the reduction in water consumption, which assumed greater relevance in light of the continuous drought affecting the host country. The upgrade in restrooms, including water automation and touchless sensor faucets across the compound and the development of a water management plan that aims to optimize water resources in the future contributed to this result.
- 21.208 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 21.39. The compliance rate at ECLAC reflects the impact of several events that occurred in countries of the region and that reduced the planning time frame significantly, particularly pandemic-related movement restrictions and lockdown measures in countries of the region.

Table 21.39

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	28	28	36	100	100

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

21.209 The proposed regular budget resources for 2023 amount to \$3,901,000 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 21.40 and figure 21.XXXIX.

Table 21.40

Executive direction and management: evolution of financial and post resources

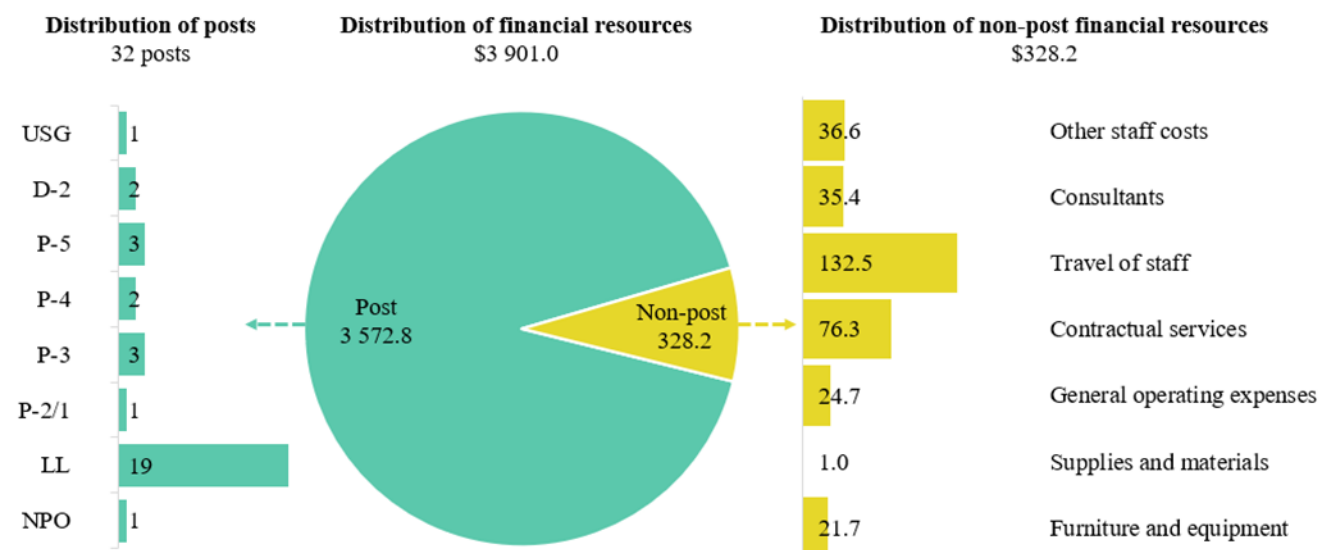
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes			Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Post	3 730.0	3 572.8	–	–	–	–	–	3 572.8
Non-post	417.8	328.2	–	–	–	–	–	328.2
Total	4 147.8	3 901.0	–	–	–	–	–	3 901.0
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		20	–	–	–	–	–	20
Total		32	–	–	–	–	–	32

Figure 21.XXXIX

Executive direction and management: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.210 Extrabudgetary resources for the subprogramme are estimated at \$576,900 and would provide for five Local level posts, as well as non-post resources. The resources would be used mainly to facilitate resource mobilization and central management, including planning, monitoring and support for a number of operations, programmes and projects.

Programme of work

Subprogramme 1

International trade, integration and infrastructure

21.211 The proposed regular budget resources for 2023 amount to \$3,264,300 and reflect a decrease of \$400 compared with the appropriation for 2022. The proposed decrease is explained in paragraph 21.197 (a). Additional details on the distribution of the proposed resources for 2023 are reflected in table 21.41 and figure 21.XL.

Table 21.41

Subprogramme 1: evolution of financial and post resources

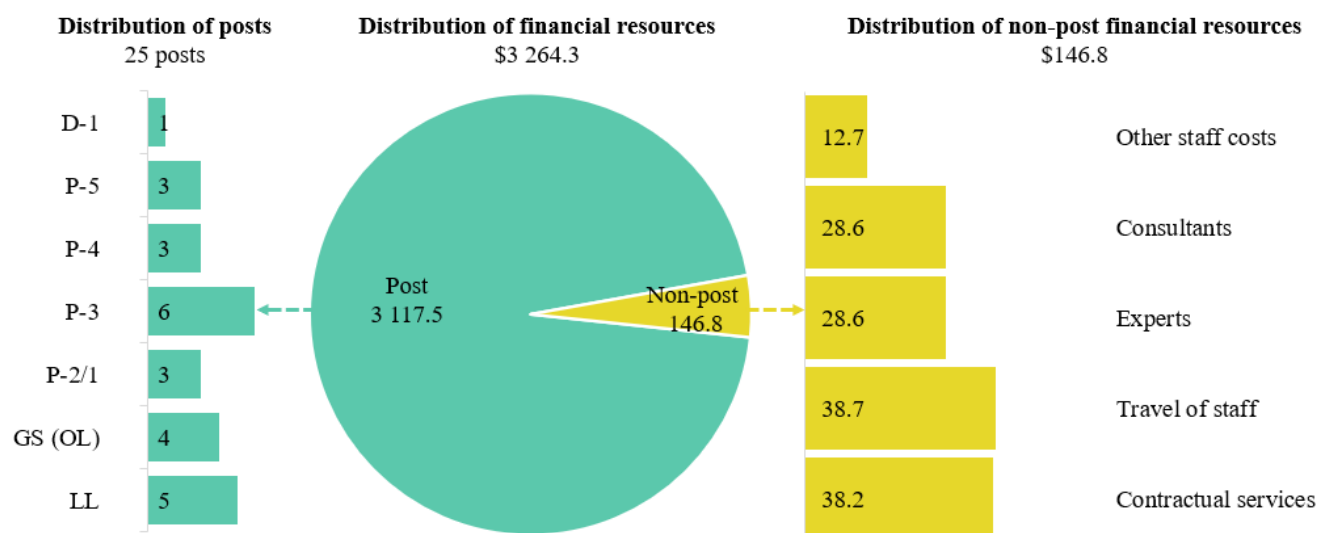
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Post	3 179.4	3 117.9	–	–	(0.4)	(0.4)	–	3 117.5
Non-post	146.9	146.8	–	–	–	–	–	146.8
Total	3 326.3	3 264.7	–	–	(0.4)	(0.4)	–	3 264.3
Post resources by category								
Professional and higher		16	–	–	–	–	–	16
General Service and related		9	–	–	–	–	–	9
Total		25	–	–	–	–	–	25

Figure 21.XL

Subprogramme 1: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.212 Extrabudgetary resources for the subprogramme are estimated at \$708,000 and would provide for one Local level post, as well as non-post resources. The resources would be used mainly to support regional, subregional and national capacity development, through applied research, policy proposals, technical assistance and training, and the promotion of policy dialogues. The focus of the subprogramme will be to strengthen: (a) regional supply chains to enhance the region’s participation in global chains and reduce the dependency in strategic sectors such as manufacturing and retrofit of equipment for electromobility in public transportation, pharmaceutical products and medical equipment; and (b) countries’ capacities to address diverse challenges, such as digital trade and services, particularly for the internationalization of small and medium-sized enterprises and the linkages with emerging issues such as the circular economy and the linkages between trade infrastructure and the transition to renewable energies. The expected increase of \$11,900 is due to new projects planned in the context of the “Big Push for Sustainability” initiative and other projects related to the internationalization of small and medium-sized enterprises, e-trade and post-pandemic sustainable recovery.

**Subprogramme 2
Production and innovation**

21.213 The proposed regular budget resources for 2023 amount to \$2,653,200 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of proposed resources for 2023 are reflected in table 21.42 and figure 21.XLI.

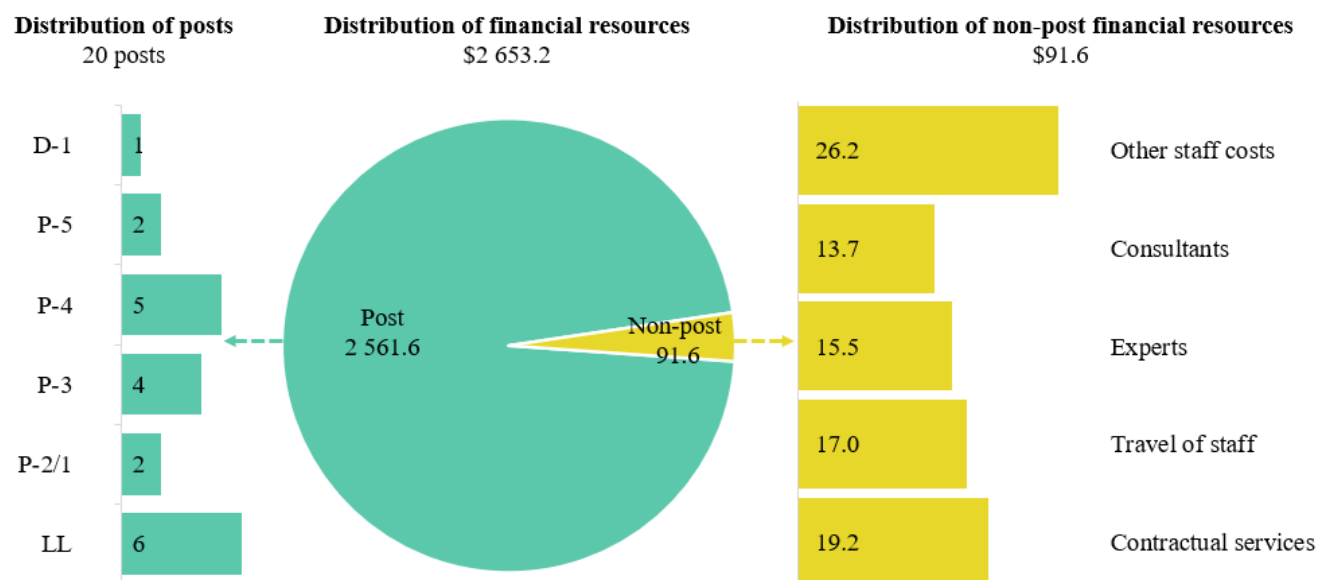
Table 21.42
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	2 441.2	2 561.6	–	–	–	–	–	2 561.6	
Non-post	86.8	91.6	–	–	–	–	–	91.6	
Total	2 528.0	2 653.2	–	–	–	–	–	2 653.2	
Post resources by category									
Professional and higher		14	–	–	–	–	–	14	
General Service and related		6	–	–	–	–	–	6	
Total		20	–	–	–	–	–	20	

Figure 21.XLI
Subprogramme 2: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.214 Extrabudgetary resources for the subprogramme are estimated at \$836,800 and would provide for three Local level posts, as well as non-post resources. The resources would be used mainly to promote industrial policy advocacy and the exchange of experiences and best practices, technical assistance and training with a focus on the role of the productive sectors in the transformative reactivation in the context of the “Big Push for Sustainability” initiative. The main focus of the subprogramme will be in supporting countries’ efforts to develop productive policies for a post-pandemic sustainable recovery, with emphasis on the regional digital markets and on emerging issues such as the circular economy and the transition to renewable energies in the productive sector. The expected increase of \$61,800 is due to new projects planned in the context of the “Big Push for Sustainability” initiative and others related to post-pandemic sustainable recovery.

Subprogramme 3 Macroeconomic policies and growth

21.215 The proposed regular budget resources for 2023 amount to \$4,601,400 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of proposed resources for 2023 are reflected in table 21.43 and figure 21.XLII.

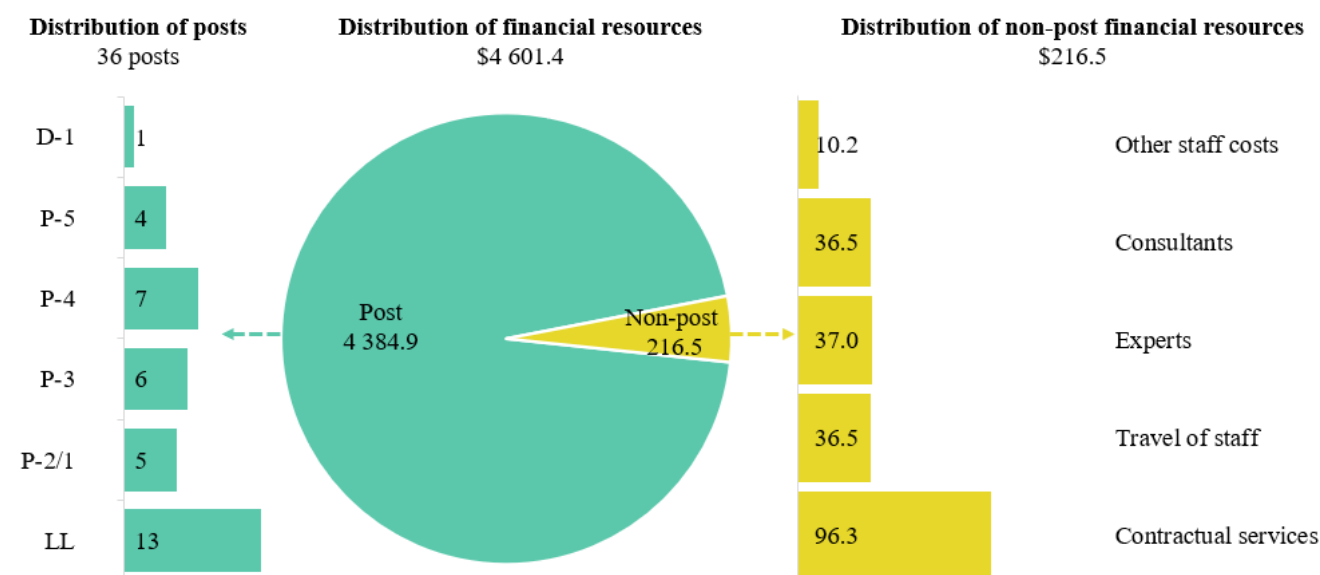
Table 21.43
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	4 284.2	4 384.9	–	–	–	–	–	4 384.9	
Non-post	206.6	216.5	–	–	–	–	–	216.5	
Total	4 490.8	4 601.4	–	–	–	–	–	4 601.4	
Post resources by category									
Professional and higher		23	–	–	–	–	–	23	
General Service and related		13	–	–	–	–	–	13	
Total		36	–	–	–	–	–	36	

Figure 21.XLII
Subprogramme 3: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.216 Extrabudgetary resources for the subprogramme are estimated at \$730,100 and would provide for three Local level posts, as well as non-post resources. The resources would be used mainly to support national capacity development, through applied research, policy proposals, technical assistance and training, and promotion of policy dialogues, particularly regarding the challenges derived from the pandemic-induced crisis in the realm of fiscal policy. The work of the subprogramme will focus on: (a) assisting policymakers in formulating sustainable fiscal policy frameworks backstopped through the ramping up of domestic and international resource mobilization efforts through innovative financing schemes; and (b) promoting the role of development-centred macroeconomic and development financing policies to support efforts in the social and productive sectors for a

sustainable post-pandemic recovery. The expected decrease of \$28,300 is due mainly to the scheduled completion of projects in 2022.

Subprogramme 4 Social development and equality

21.217 The proposed regular budget resources for 2023 amount to \$1,994,600 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of proposed resources for 2023 are reflected in table 21.44 and figure 21.XLIII.

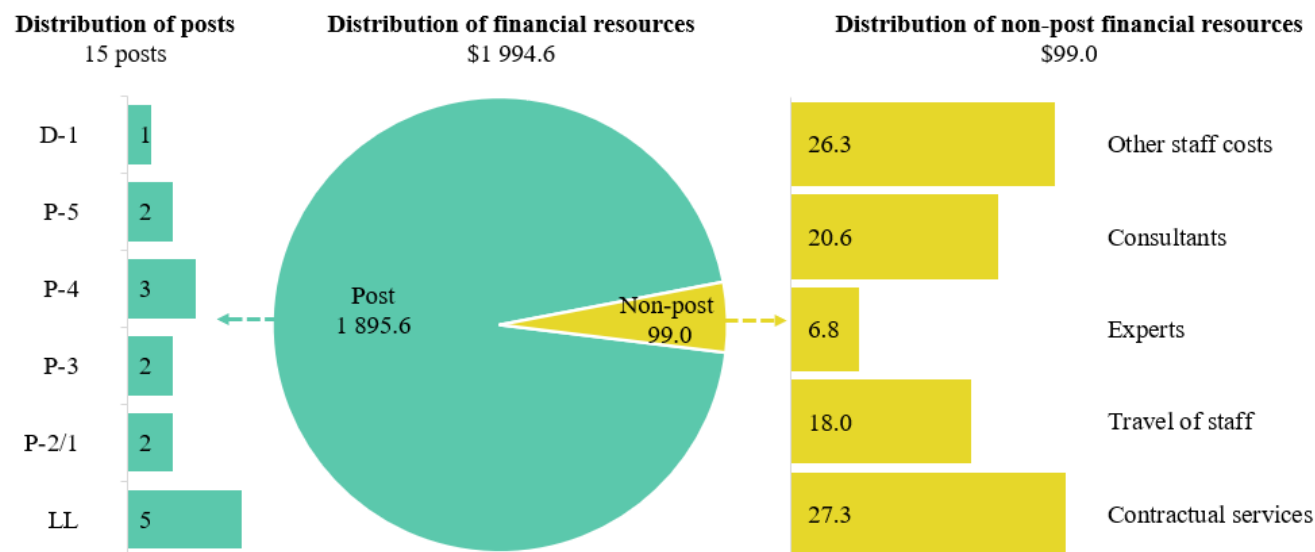
Table 21.44
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Post	2 091.2	1 895.6	–	–	–	–	–	1 895.6	
Non-post	103.1	99.0	–	–	–	–	–	99.0	
Total	2 194.3	1 994.6	–	–	–	–	–	1 994.6	
Post resources by category									
Professional and higher		10	–	–	–	–	–	10	
General Service and related		5	–	–	–	–	–	5	
Total		15	–	–	–	–	–	15	

Figure 21.XLIII
Subprogramme 4: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.218 Extrabudgetary resources for the subprogramme are estimated at \$681,900 and would provide for three Local level posts, as well as non-post resources. The resources would be used mainly to conduct applied research, deliver trainings and advisory services, develop and disseminate policy recommendations and promote policy dialogue to strengthen the capacity of stakeholders to perform sound diagnostic assessments of social issues for application in policy design and implementation. The work of the subprogramme will focus on: the need to establish universal social protection, stratification and social mobility in middle-income countries; the linkages between social and labour inclusion policies; and the contribution of social policies to promote a transformative recovery with a view to overcoming the impact of the pandemic while making progress towards strengthened welfare states and universal, comprehensive and sustainable social protection systems. The expected increase of \$16,200 is due to new projects planned on post-pandemic sustainable recovery.

**Subprogramme 5
Gender equality and women’s autonomy**

21.219 The proposed regular budget resources for 2023 amount to \$1,250,800 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of proposed resources for 2023 are reflected in table 21.45 and figure 21.XLIV.

Table 21.45

Subprogramme 5: evolution of financial and post resources

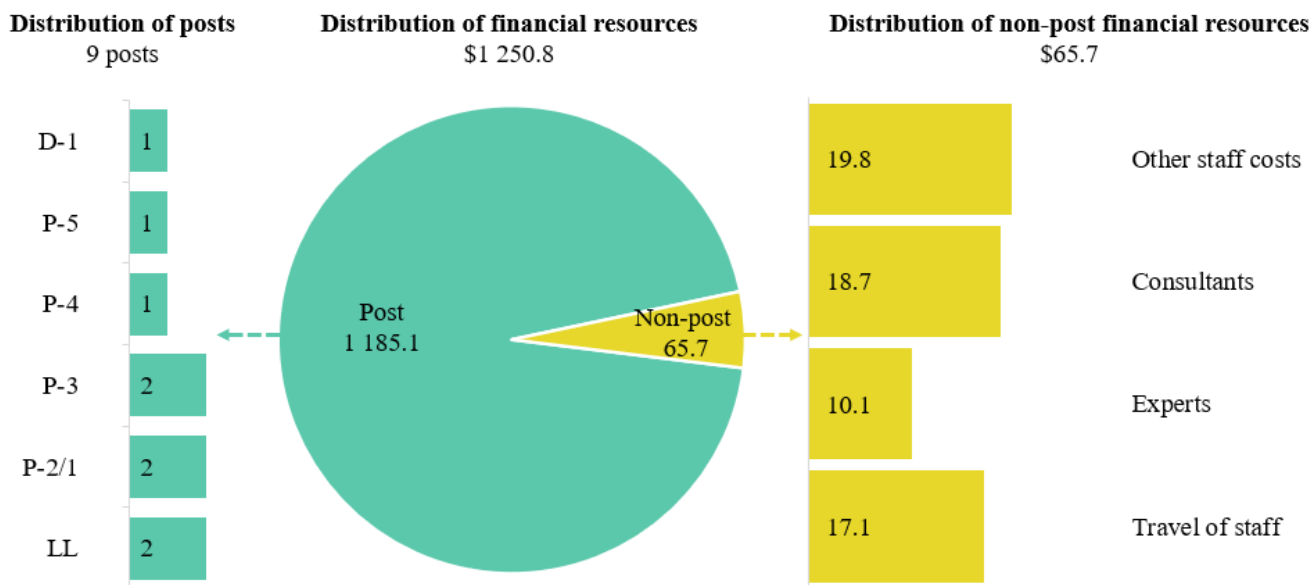
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes			Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Post	1 346.3	1 185.1	–	–	–	–	–	1 185.1
Non-post	66.0	65.7	–	–	–	–	–	65.7
Total	1 412.3	1 250.8	–	–	–	–	–	1 250.8
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		2	–	–	–	–	–	2
Total		9	–	–	–	–	–	9

Figure 21.XLIV

Subprogramme 5: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.220 Extrabudgetary resources for the subprogramme are estimated at \$929,200 and would provide for four Local level posts, as well as non-post resources. The resources would be used mainly to carry out activities aimed at moving towards fairer care economies and societies, contributing, with new evidence, analysis and policy dialogue, to a gender-responsive, transformative, sustainable and just economic recovery in Latin America and Caribbean countries. Knowledge creation would be fostered and gender-related data in statistics and indicators would be expanded, while the quality of technical assistance provision for gender equality policy promotion would be improved. Special attention will be given to gender equality in the design of care, trade, fiscal and financial policies, to the emerging challenges in the world of work for women’s economic autonomy and gender equality and to the challenge of addressing the critical question of how to promote women’s participation in economic recovery strategies that take into account climate change and sustainability challenges. The expected increase of \$54,500 is due to at least two new projects planned with private sector foundations.

**Subprogramme 6
Population and development**

21.221 The proposed regular budget resources for 2023 amount to \$1,820,200 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of proposed resources for 2023 are reflected in table 21.46 and figure 21.XLV.

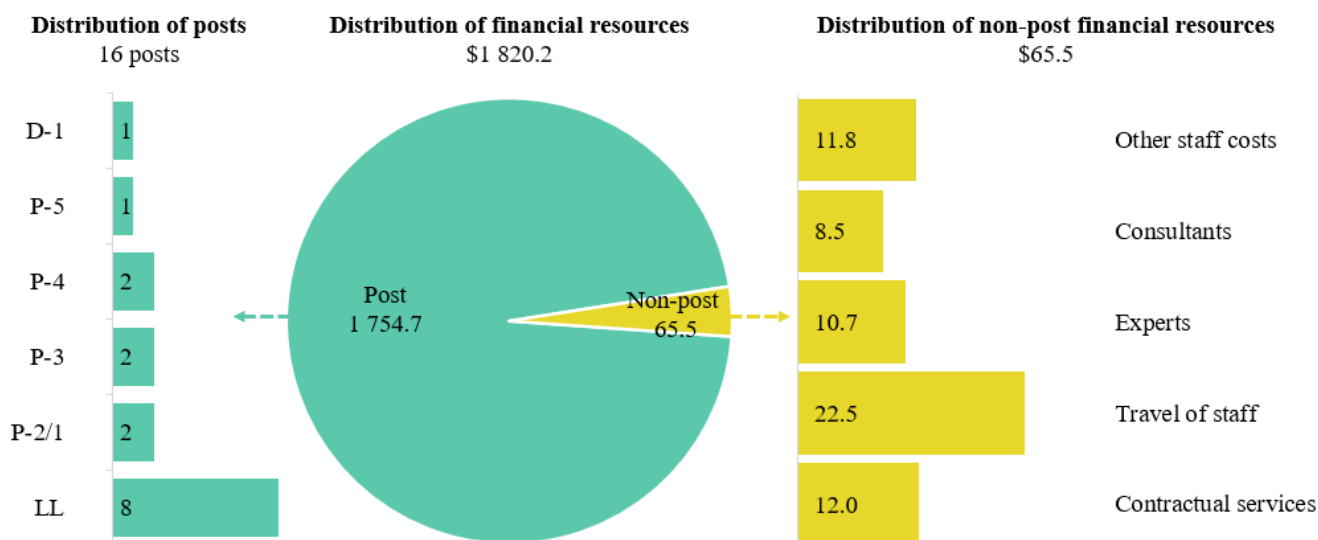
Table 21.46
Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Post	2 129.4	1 754.7	–	–	–	–	1 754.7
Non-post	64.9	65.5	–	–	–	–	65.5
Total	2 194.3	1 820.2	–	–	–	–	1 820.2
Post resources by category							
Professional and higher		8	–	–	–	–	8
General Service and related		8	–	–	–	–	8
Total		16	–	–	–	–	16

Figure 21.XLV
Subprogramme 6: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.222 Extrabudgetary resources for the subprogramme are estimated at \$288,100 and would provide for one Local level post, as well as non-post resources. The resources would be used mainly to provide technical assistance and training: (a) to develop national capacities and tools to identify those further behind, through subnational mapping, small area estimations and disaggregation of socioeconomic indicators; and (b) to improve the use of census data, vital statistics and surveys through the generation of data and development of procedures, computer programs and information systems. The subprogramme will give special attention to enhancing the capacity of governments to integrate population dynamics into the design of evidence-based public policies and sustainable development, taking into account structural dynamics in the region such as migration and the challenges of

population ageing. The expected decrease of \$35,800 is due mainly to the scheduled completion of projects in 2021 and 2022.

Subprogramme 7 Sustainable development and human settlements

21.223 The proposed regular budget resources for 2023 amount to \$2,825,500 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of proposed resources for 2023 are reflected in table 21.47 and figure 21.XLVI.

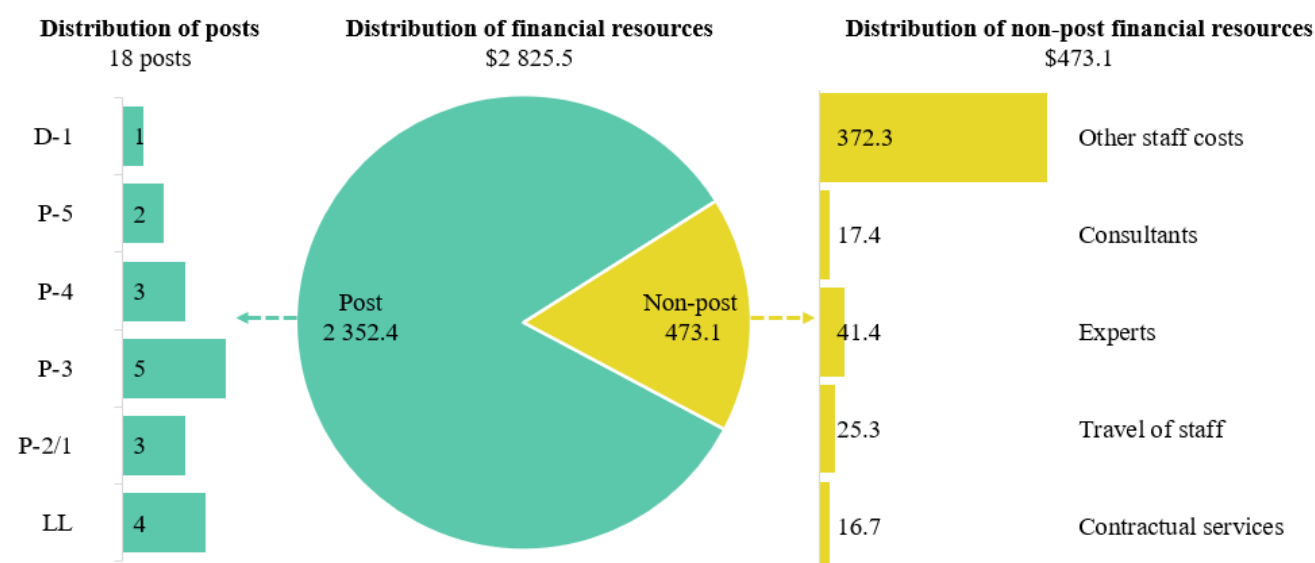
Table 21.47
Subprogramme 7: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Post	2 719.6	2 352.4	–	–	–	–	2 352.4
Non-post	68.8	473.1	–	–	–	–	473.1
Total	2 788.4	2 825.5	–	–	–	–	2 825.5
Post resources by category							
Professional and higher		14	–	–	–	–	14
General Service and related		4	–	–	–	–	4
Total		18	–	–	–	–	18

Figure 21.XLVI
Subprogramme 7: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.224 Extrabudgetary resources for the subprogramme are estimated at \$1,137,200 and would provide for three Local level posts, as well as non-post resources. The resources would be used mainly to support national capacity development, through applied research, policy proposals, technical assistance and training, and promotion of policy dialogues aimed at: (a) integrating sustainability criteria into public policies and making progress towards nationally determined contributions under the Paris Agreement; and (b) strengthening national capacities to design and implement public policies for the sustainability of human settlements and enhancing regional cooperation in adapting to and mitigating the impact of climate change. Additionally, in cooperation with other subprogrammes, special attention will be given to piloting the application of the “Big Push for Sustainability” initiative in sectors such as the circular economy for inclusive, sustainable and smart cities. The expected decrease of \$34,600 is due mainly to the scheduled completion of projects in 2021 and 2022.

**Subprogramme 8
Natural resources**

21.225 The proposed regular budget resources for 2023 amount to \$2,267,200 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of proposed resources for 2023 are reflected in table 21.48 and figure 21.XLVII.

Table 21.48

Subprogramme 8: evolution of financial and post resources

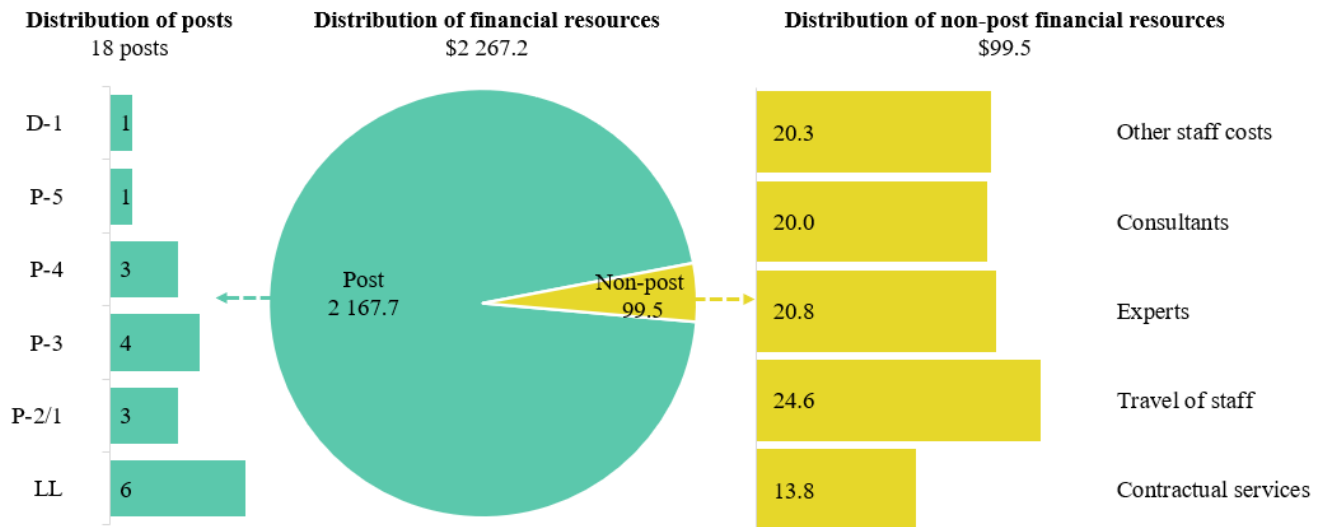
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes			Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Post	1 927.1	2 167.7	–	–	–	–	–	2 167.7
Non-post	97.4	99.5	–	–	–	–	–	99.5
Total	2 024.5	2 267.2	–	–	–	–	–	2 267.2
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		6	–	–	–	–	–	6
Total		18	–	–	–	–	–	18

Figure 21.XLVII

Subprogramme 8: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.226 Extrabudgetary resources for the subprogramme are estimated at \$708,000 and would provide for non-post resources. The resources would be used mainly to support national capacity development, through applied research, policy proposals, technical assistance and training, and the promotion of policy dialogues aimed at: (a) fostering the sustainable energy transition and the sustainable management of the water cycle; (b) enhancing the governance of extractive resources; (c) increasing value addition in those activities and developing further linkages to the rest of the economy; (d) promoting the bioeconomy and the circular economy; and (e) strengthening regional cooperation in agricultural development and biodiversity. The expected increase of \$23,000 is due to new projects planned in the context of the “Big Push for Sustainability” initiative and others on sustainable mining and post-pandemic sustainable recovery.

**Subprogramme 9
Planning and public management for development**

21.227 The proposed regular budget resources for 2023 amount to \$1,248,400 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of proposed resources for 2023 are reflected in table 21.49 and figure 21.XLVIII.

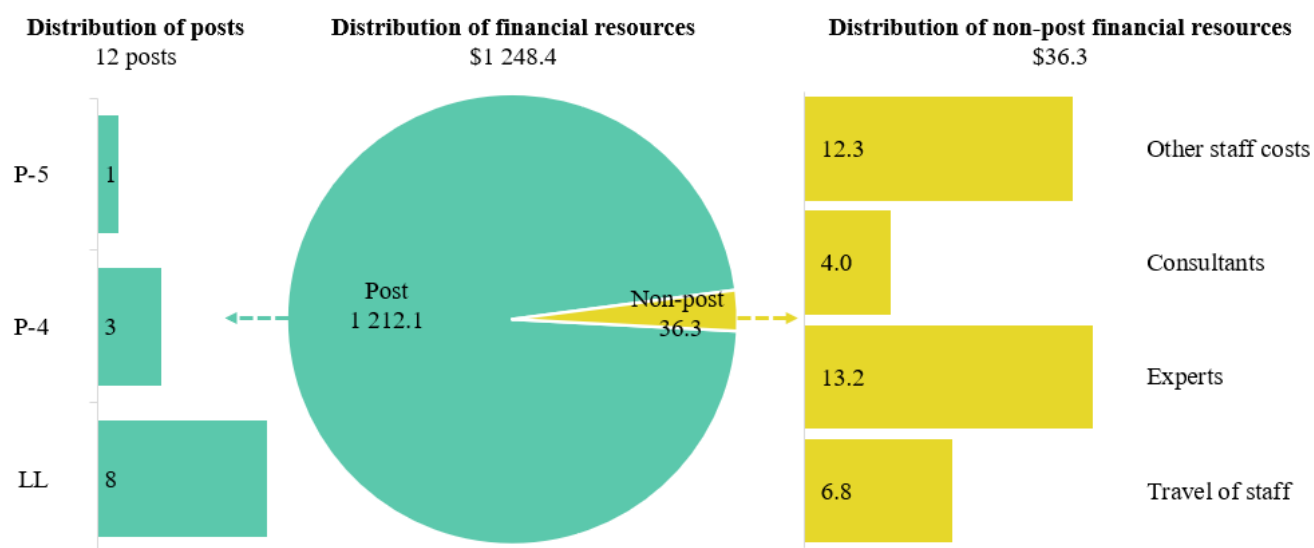
Table 21.49
Subprogramme 9: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Post	993.3	1 212.1	–	–	–	–	–	1 212.1	
Non-post	36.5	36.3	–	–	–	–	–	36.3	
Total	1 029.8	1 248.4	–	–	–	–	–	1 248.4	
Post resources by category									
Professional and higher		4	–	–	–	–	–	4	
General Service and related		8	–	–	–	–	–	8	
Total		12	–	–	–	–	–	12	

Figure 21.XLVIII
Subprogramme 9: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.228 Extrabudgetary resources for the subprogramme are estimated at \$1,121,200 and would provide for 11 posts (1 D-1 and 10 Local level), as well as non-post resources. The resources would be used mainly to undertake applied research training and promotion of peer-to-peer learning and the sharing of experiences and good practices, in order to promote the application of new methodologies, instruments and conceptual frameworks for planning and public management by different levels of government. The subprogramme will give special attention to the application of prospective approaches, eGovernment policies and national digital strategies, not only to transform the way governments operate, but also how they plan, manage and provide information to citizens.

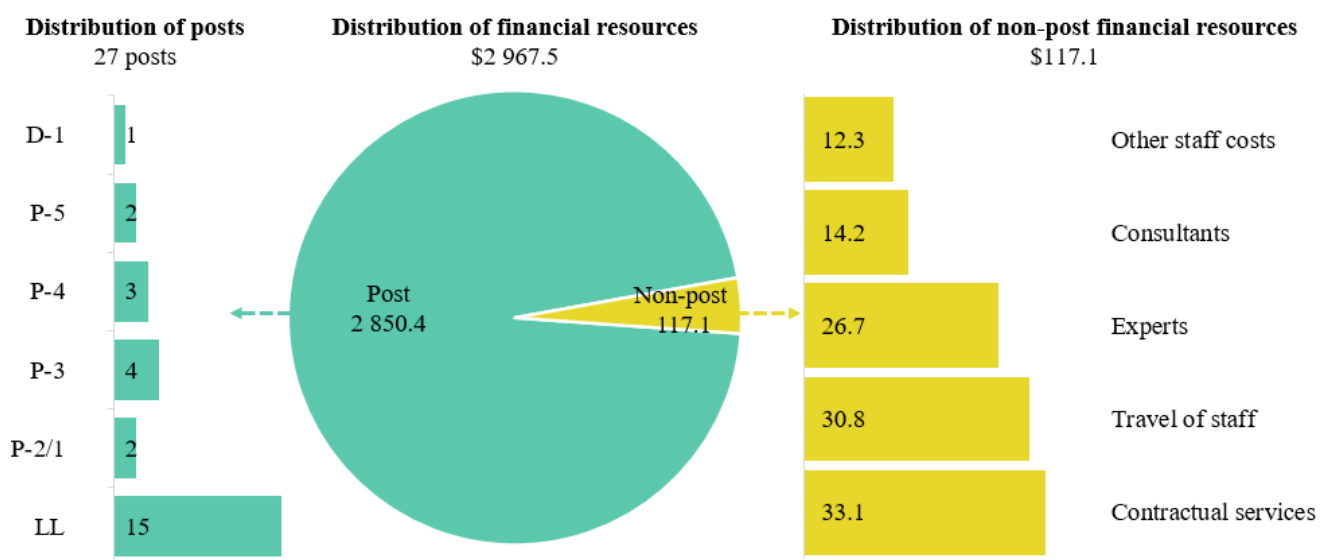
Subprogramme 10 Statistics

21.229 The proposed regular budget resources for 2023 amount to \$2,967,500 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of proposed resources for 2023 are reflected in table 21.50 and figure 21.XLIX.

Table 21.50
Subprogramme 10: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes			Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Post	3 014.4	2 850.4	–	–	–	–	–	2 850.4
Non-post	111.6	117.1	–	–	–	–	–	117.1
Total	3 126.0	2 967.5	–	–	–	–	–	2 967.5
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		15	–	–	–	–	–	15
Total		27	–	–	–	–	–	27

Figure 21.XLIX
Subprogramme 10: distribution of proposed resources for 2023 (before recosting)
(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.230 Extrabudgetary resources for the subprogramme are estimated at \$420,400 and would provide for non-post resources. The resources would be used mainly to provide specialized advisory services and online and on-site training, promote peer-to-peer learning and the sharing of experiences and good practices, and South-South cooperation for strengthening national capacities in the areas of basic economic statistics and price statistics, environmental statistics, climate change statistics and disaster risk reduction statistics. The subprogramme will give special attention to: (a) strengthening the capacities of national statistical offices for the design, formulation and implementation of statistical geoportals that are able to administrate, integrate and visualize geospatially enabled statistical data; and (b) using geospatial statistical instruments, including in emerging sectors such as the circular economy. The expected increase of \$54,500 is due to new projects planned in the context of the “Big Push for Sustainability” initiative.

**Subprogramme 11
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico**

21.231 The proposed regular budget resources for 2023 amount to \$5,255,300 and reflect an increase of \$24,700 compared with the appropriation for 2022. The proposed increase is explained in paragraph 21.197 (b). Additional details on the distribution of proposed resources for 2023 are reflected in table 21.51 and figure 21.L.

Table 21.51
Subprogramme 11: evolution of financial and post resources

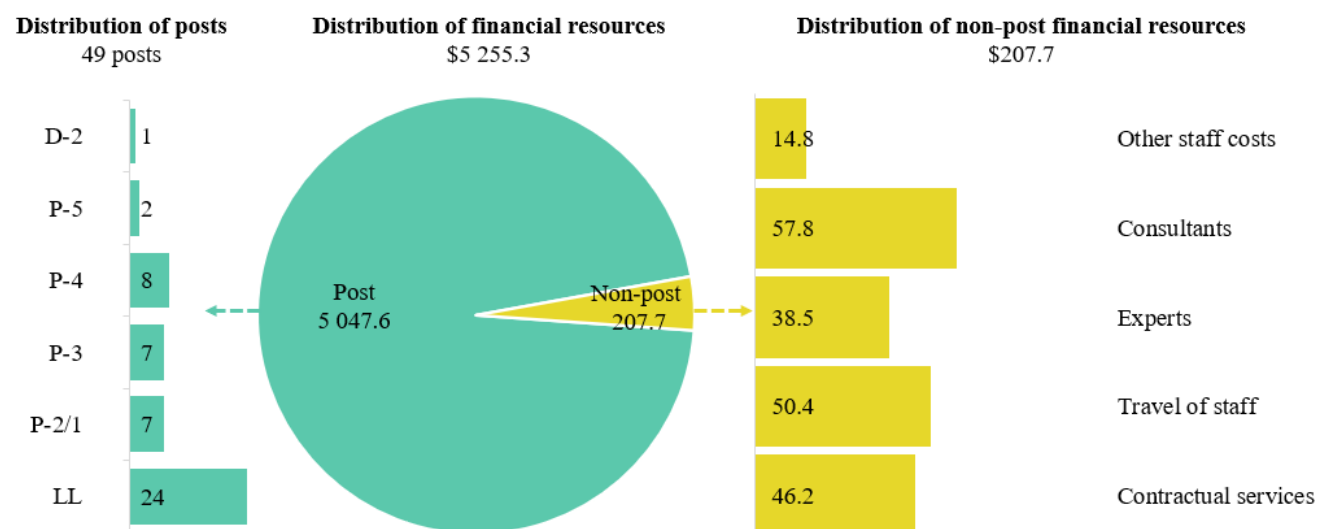
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Post	4 656.5	5 022.9	–	–	24.7	24.7	0.5	5 047.6	
Non-post	203.4	207.7	–	–	–	–	–	207.7	
Total	4 859.9	5 230.6	–	–	24.7	24.7	0.5	5 255.3	
Post resources by category									
Professional and higher		25	–	–	–	–	–	25	
General Service and related		24	–	–	–	–	–	24	
Total		49	–	–	–	–	–	49	

Figure 21.L

Subprogramme 11: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.232 Extrabudgetary resources for the subprogramme are estimated at \$744,300 and would provide for three Local level posts, as well as non-post resources. The resources would be used mainly to support applied research, training and advisory services, policy recommendations and the promotion of policy dialogue to strengthen national capacities, with special emphasis on supporting the efforts of countries from the subregion in addressing the structural causes of irregular migration from a development and subregional perspective and designing public policies for a sustainable post-pandemic recovery. The expected decrease of \$558,600 is due mainly to the scheduled completion of projects in 2021 and 2022.

**Subprogramme 12
Subregional activities in the Caribbean**

21.233 The proposed regular budget resources for 2023 amount to \$4,428,400 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of proposed resources for 2023 are reflected in table 21.52 and figure 21.LI.

Table 21.52

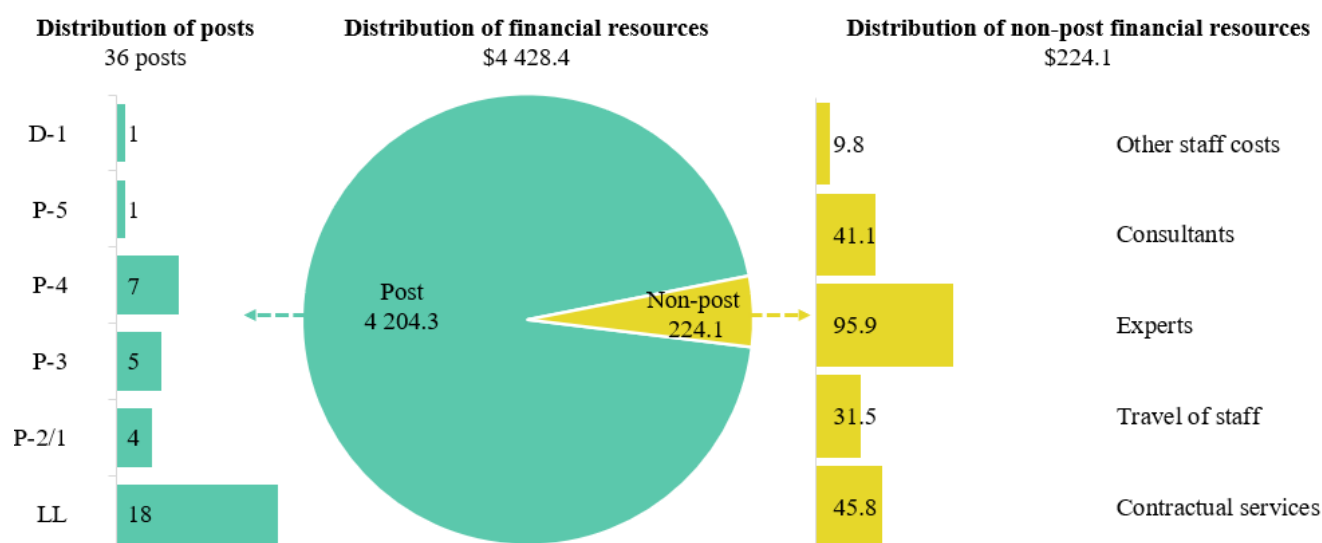
Subprogramme 12: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes			Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Post	3 483.5	4 204.3	—	—	—	—	—	4 204.3
Non-post	221.9	224.1	—	—	—	—	—	224.1
Total	3 705.4	4 428.4	—	—	—	—	—	4 428.4

	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Post resources by category									
Professional and higher		18	–	–	–	–	–	–	18
General Service and related		18	–	–	–	–	–	–	18
Total		36	–	–	–	–	–	–	36

Figure 21.LI
Subprogramme 12: distribution of proposed resources for 2023 (before recosting)
 (Number of posts/thousands of United States dollars)



Extrabudgetary resources

21.234 Extrabudgetary resources for the subprogramme are estimated at \$359,600 and would provide for one Local level post, as well as non-post resources. The resources would be used mainly to undertake applied research and advisory services to strengthen the capacity of development practitioners and decision makers in designing and implementing the debt for climate adaptation swap initiative and to promote resilience-building measures for durable development, sustainable tourism, and public investments to reduce the impact of natural disasters and climate change. The expected decrease of \$84,900 is due mainly to the scheduled completion of projects in 2021 and 2022.

**Subprogramme 13
 Support for regional and subregional integration and cooperation processes and organizations**

21.235 The proposed regular budget resources for 2023 amount to \$921,200 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of proposed resources for 2023 are reflected in table 21.53 and figure 21.LII.

Table 21.53

Subprogramme 13: evolution of financial and post resources

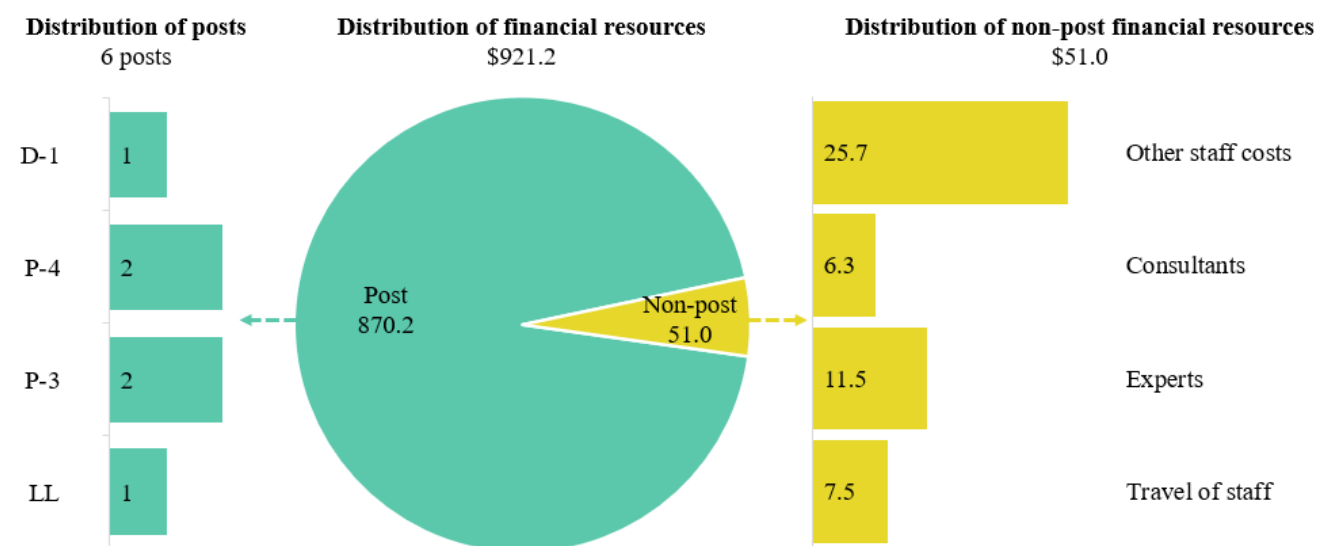
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Post	736.9	870.2	–	–	–	–	–	870.2	
Non-post	50.5	51.0	–	–	–	–	–	51.0	
Total	787.4	921.2	–	–	–	–	–	921.2	
Post resources by category									
Professional and higher		5	–	–	–	–	–	5	
General Service and related		1	–	–	–	–	–	1	
Total		6	–	–	–	–	–	6	

Figure 21.LII

Subprogramme 13: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

21.236 The programme support component carries out activities related to conference and documentation services, library services, technical cooperation support and administration and common services for the ECLAC headquarters in Santiago; the two ECLAC subregional headquarters, in Mexico City, serving the Central American subregion, and in Port of Spain, serving the Caribbean region; ECLAC national offices in Buenos Aires, Brasilia, Bogotá and Montevideo; and the ECLAC liaison office in Washington, D.C.

21.237 The proposed regular budget resources for 2023 amount to \$19,198,800 and reflect a decrease of \$456,000 compared with the appropriation for 2022. The proposed decrease is explained in

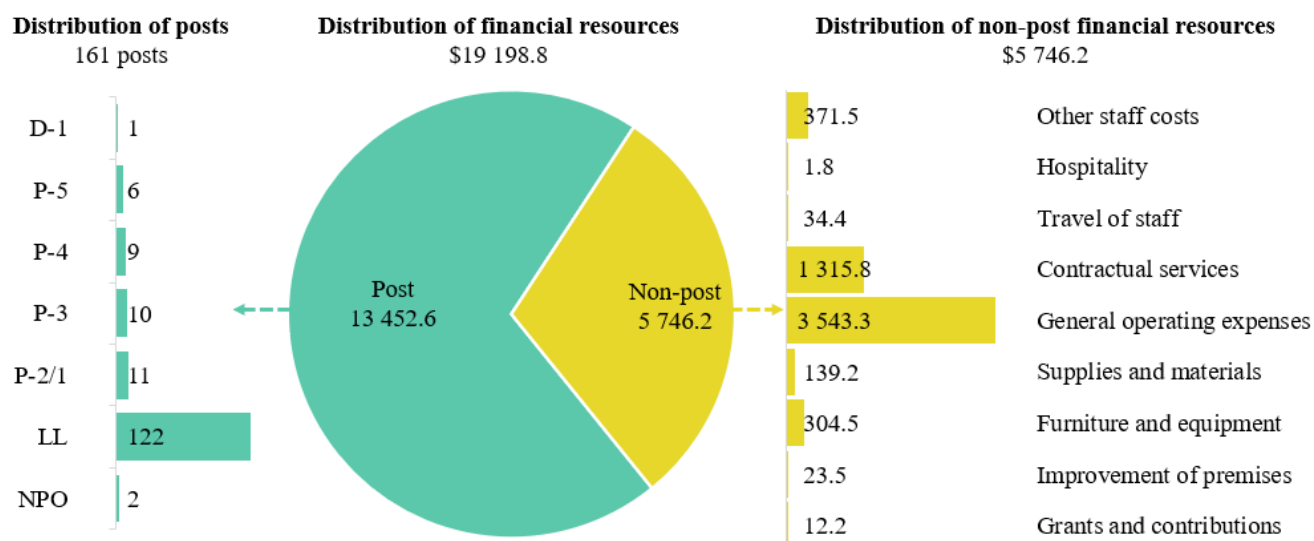
paragraphs 21.196 and 21.197 (c). Additional details on the distribution of proposed resources for 2023 are reflected in table 21.54 and figure 21.LIII.

Table 21.54
Programme support: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Post	13 183.3	13 477.3	–	–	(24.7)	(24.7)	(0.2)	13 452.6	
Non-post	5 957.5	6 177.5	(431.3)	–	–	(431.3)	(7.0)	5 746.2	
Total	19 140.8	19 654.8	(431.3)	–	(24.7)	(456.0)	(2.3)	19 198.8	
Post resources by category									
Professional and higher		37	–	–	–	–	–	37	
General Service and related		124	–	–	–	–	–	124	
Total		161	–	–	–	–	–	161	

Figure 21.LIII
Programme support: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

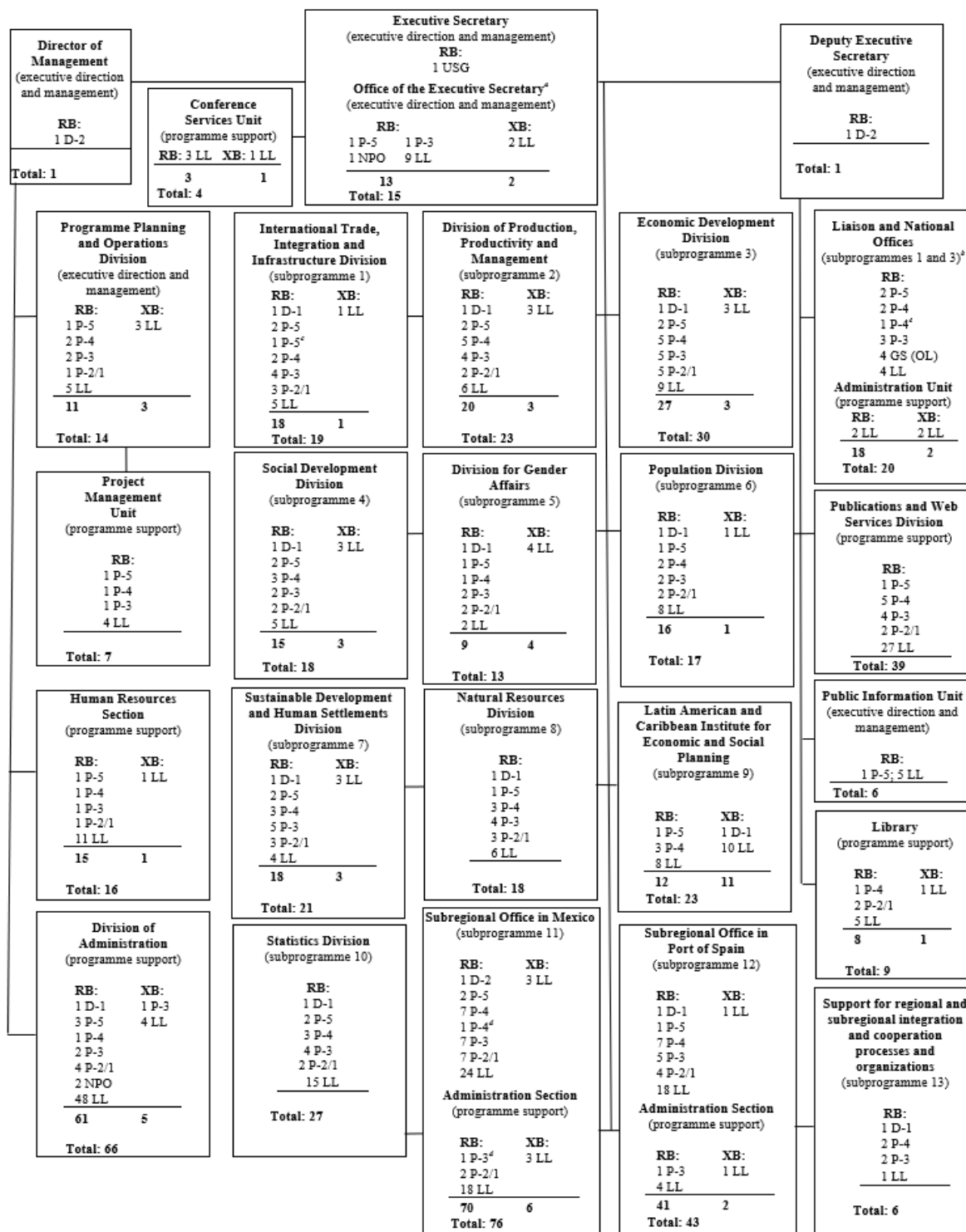


Extrabudgetary resources

21.238 Extrabudgetary resources for the component are estimated at \$924,000 and would provide for 14 posts (1 P-3 and 13 Local level), as well as non-post resources. The resources would cover incremental indirect costs incurred in supporting extrabudgetary activities.

Annex I

Organizational structure and post distribution for 2023



Abbreviations: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Includes the Office of the Secretary of the Commission of the Economic Community for Latin America and the Caribbean.

^b Includes the ECLAC Liaison Office in Washington, D.C., and the ECLAC National Offices in Buenos Aires, Bogota, Brasilia, and Montevideo. Within these offices, seven RB posts (1 P-4, 2 P-3, 4 GS (OL)) are part of subprogramme 1, and nine RB posts (2 P-5, 2 P-4, 1 P-3, 4 LL) are part of subprogramme 3.

^c Redeployment (geographical).

^d Redeployment.

Annex II

Summary of follow-up action taken to implement relevant recommendations of advisory and oversight bodies

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[A/76/7](#) and [A/76/7/Corr.1](#)

The Advisory Committee acknowledges the importance of using local consultants by the Commission to ensure the uninterrupted delivery of mandated activities and trusts that the Secretary-General will include more detailed information on the hiring of local consultants, including the related resources, in the context of the next programme budget submission (para. V.64).

ECLAC engages consultants to take advantage of local expertise only for specific tasks and in cases where the activities require detailed expertise and technical knowledge that is either not available in-house nor is considered to be cost effective to build capacity.

Detailed information, including related resources, is being provided separately in the supplementary document to the proposed programme budget for 2023.

Joint Inspection Unit

[JIU/REP/2020/4](#)

Review of management and administration in the Economic Commission for Latin America and the Caribbean

Recommendation 1

The Executive Secretary of ECLAC should monitor and report on the impact and specific results achieved by the Caribbean First strategy as part of regular reporting to the Commission.

The impact and results achieved by the Caribbean First strategy are being included in the regular reporting to the Commission. At the thirty-sixth session of the Committee of the Whole, held on 3 December 2021, ECLAC presented to its member States the report on the activities of the Commission, 2020, in which it reported on the advances under the Caribbean First strategy. The strategy encompasses several elements, including promoting options for cooperation for Caribbean small island developing States, supporting a strategic advocacy on de-risking and providing countries in the subregion with the necessary support to implement the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, as well as the small island developing States agenda, including the SIDS Accelerated Modalities of Action (SAMOA) Pathway. As part of its Caribbean First strategy, ECLAC has launched a debt swap initiative for climate action and the establishment of the Caribbean Resilience Fund for climate change adaptation and mitigation to address the challenges the Caribbean region is facing in accessing external financing. This initiative, advocated by ECLAC in several high-level meetings, has been gaining momentum. Advances have been

Brief description of the recommendation

Action taken to implement the recommendation

made towards the creation of the Fund, with concrete proposals made for it to be established as a trust fund. Furthermore, during the fourth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, which was attended by 13 Caribbean member States, a dedicated session was organized to address key issues related to the progress in the implementation of the 2030 Agenda in the Caribbean in the post-pandemic recovery phase. In addition, and prior to the meeting of the Forum, a high-level meeting was held on the challenges faced by associate members of ECLAC in the implementation of the 2030 Agenda, with the participation of 14 associate members. In the context of the implementation of subprogramme 12, Subregional activities in the Caribbean, extensive support was delivered to countries of the subregion to address the socioeconomic impact of the pandemic and issues such as, statistics, climate change and disaster risk management, gender, social development, the preparation of voluntary national reviews and the implementation of the 2030 Agenda. A comprehensive assessment of the strategy has been requested by the Executive Secretary of ECLAC for 2022.

Annex III

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 1, International trade, integration and infrastructure (liaison office in Washington, D.C.)	–	P-5	Redeployment (geographical) of 1 Senior Economic Affairs Officer from liaison office in Washington, D.C., to Santiago headquarters	<p>To strengthen the support provided to member States on pandemic-related issues and to ensure greater impact of subprogramme deliverables from Santiago headquarters. The proposed redeployment would also help identify economic sectors that have the potential to foster pandemic recovery and avoid regression in the efforts already made towards achieving the 2030 Agenda for Sustainable Development and the Sustainable Development Goals.</p> <p>The proposed redeployment (geographical) is presented within the subprogramme 1 organizational unit of the organigramme (see annex I) and entails a change in the geographical location of the post within the organizational structure.</p>
(Santiago headquarters)	–	P-4	Redeployment (geographical) of 1 Social Affairs Officer from Santiago headquarters to liaison office in Washington, D.C.	<p>To enhance the focus of the work carried out by the liaison office on gender mainstreaming and the office's substantive participation in the task force on women's empowerment and leadership and to contribute to the office's inputs on gender-related innovative financing mechanisms.</p> <p>The proposed redeployment also aims to streamline the structure of the national offices of the Economic Commission for Latin America and the Caribbean.</p> <p>The proposed redeployment (geographical) is presented within the Liaison and National Offices organizational unit of the organigramme (see annex I) and entails a change in the geographical location of the post within the organizational structure.</p>
Programme support (subregional headquarters in Mexico City, Administration Section)	1	P-4	Redeployment of 1 Administrative Officer	<p>To ensure proper support for the implementation of the subprogramme's strategy and for the attainment of the planned results for 2023, in addition to enhancing coordination with the resident coordinator system and participation of the subregional headquarters in the formulation of common country assessments and the United Nations Sustainable Development Cooperation Framework of the countries of the subregion, as greater responsibilities have been assigned to the subregional office in the framework of the latest delegation of authority policies.</p> <p>The proposed inward redeployment is presented within the Subregional Office in Mexico – Administration Section organizational unit of the organigramme (see annex I) and does not entail a change in the geographical location of the post within the organizational structure.</p>
Subprogramme 11, Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico (subregional headquarters in Mexico City)	1	P-4		

Part V Regional cooperation for development

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 11, Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico (subregional headquarters in Mexico City)	(1)	P-3	Redeployment of 1 Public Information Officer	To provide for increased outreach activities aimed at subregional stakeholders, as well as enhanced coordination, and implementation of financial outreach strategies to ensure complementary financing to achieve the planned results for 2023. The proposed inward redeployment is presented within the Subregional Office in Mexico – Administration Section organizational unit of the organigramme (see annex I) and does not entail a change in the geographical location of the post within the organizational structure.
Programme support (subregional headquarters in Mexico City, Administration Section)	1	P-3		
