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Twentieth meeting of the Regional Council for Planning
of the Latin American and Caribbean Institute
for Economic and Social Planning (ILPES)

Brasília, 2 and 3 October 2025

**PROGRAMME OF WORK OF THE LATIN AMERICAN AND CARIBBEAN INSTITUTE
FOR ECONOMIC AND SOCIAL PLANNING (ILPES), 2026**
Subprogramme 9: Planning and public management for development¹



UNITED NATIONS



¹ Based on the *Draft programme of work of the ECLAC system, 2026* (LC/SES.40/6), adopted at the fortieth session of ECLAC.

SUBPROGRAMME 9: PLANNING AND PUBLIC MANAGEMENT FOR DEVELOPMENT

Objective

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.

Presentation

Planning and public management can create opportunities for multi-stakeholder dialogue to define long-term State policies, strategies and governance structures for transformative sectors to progress towards a more sustainable development model. State leadership has been fundamental in improving development outcomes in response to the challenges arising from cascading crises and persistent structural gaps of poverty, inequality, low productivity and climate change.

With few years remaining until the deadline to implement the 2030 Agenda and achieve the SDGs, the Latin American and Caribbean region requires a social fabric and government institutions that are resilient to external shocks. A transformative recovery and renewed development models are needed to facilitate more participatory and inclusive foresight and planning exercises, coherent and integrated policymaking, and the strengthening of governance structures for more collaborative and transparent inter-institutional and multi-stakeholder planning and policy implementation. Effective planning and public management entail: (i) a systemic approach; (ii) a long-term vision and alternative future scenarios in development plans and strategies linked to long-, medium- and short-term public policy measures to ensure a sustainable and transformative recovery; (iii) mainstreaming resilience capacities to anticipate, foresee, respond to and recover from domestic and external shocks caused by social issues and natural disasters, including social conflicts caused by political polarization, pandemics and the climate crisis; (iv) strengthening institutions to build public services that are more transparent, accountable, collaborative, innovative and learning-oriented; (v) mainstreaming intersectoral and multilevel approaches for integrated, coherent and consistent policymaking towards a sustainable, inclusive and productive recovery; (vi) enabling multi-stakeholder frameworks in policymaking and implementation; and (vii) mainstreaming gender, disaster risk management and open and digital government perspectives, as well as territorial, climate change and management-by-results perspectives, into national and subnational planning instruments and public management processes. Moreover, effective planning and public management require participatory approaches, strengthening systems for the monitoring and evaluation of public policies and fortifying linkages between planning objectives, high-quality public and public-private investment and the national budget.

The acceleration of the implementation of the 2030 Agenda and the achievement of the SDGs in this final period provides an opportunity for governments to lead inclusive, participatory, sustainable and transformative processes, learning from the experiences of similar countries and sharing good practices to address matters of public concern.

Strategy

Responsibility for implementation of subprogramme 9 rests with ILPES. The 2030 Agenda shapes the work of ILPES and the provision of applied research, technical advice and training, and the development of networks and communities of practice to that end. ILPES also provides technical cooperation services to the countries of the region to strengthen the capacities of national planning and public management systems and institutions in pursuit of sustainable, resilient, productive and inclusive development.

Under the subprogramme, ECLAC will support the alignment of national development planning, public investment and budgets with the 2030 Agenda and contribute to the strengthening of state-of-the-art planning and public management for sustainable development among governments and other policy

stakeholders across the region. It will do so by fostering the building of technical, operational, political and foresight capacities, with particular focus on improving the quality of governance, planning and policymaking, institutional development and the application of strategic tools and methodologies relevant to the seven requirements identified above.

Activities implemented under the subprogramme are aimed at strengthening institutional capacities in planning, designing and executing effective, efficient and coherent actions towards achievement of the SDGs. They will be carried out in close coordination with other ECLAC divisions, subregional and national offices, and other United Nations entities, including the resident coordinator system. Activities to that end will consist in the design and application of new methodologies, instruments and conceptual frameworks, and governance and public management techniques that encourage cooperation, peer-to-peer learning and the sharing of experiences and good practices. Applied and timely research will be undertaken on cross-cutting planning and public management issues relevant to implementation of the 2030 Agenda. The contribution to the 2030 Agenda under the subprogramme will be related mainly to Goals 10, 11, 16 and 17.

Under the subprogramme, support will be given to member States, upon request, through the provision of capacity-building services under three modalities: technical cooperation, advisory services and applied research and training (both in situ and e-learning). The objective of these services will be to: (i) support ongoing institutional capacity-building throughout the public management cycle, from planning to the evaluation of plans, programmes, strategies and public policies; (ii) build and strengthen competencies, capabilities and capacities in the areas of foresight, strategic planning at the national, subnational and local levels, and monitoring and evaluation of public policies and programmes; (iii) mainstream cross-cutting issues, such as open and digital government, climate change and disaster risk management, gender equality and results-based management; and (iv) foster communities of practice for peer learning and the sharing of experiences among countries. For these purposes, a range of new and existing capacity-building and networking tools, analytical products and approaches will be employed, including dialogues with high-level authorities through the Regional Council for Planning of ILPES; knowledge management and a network of practitioners and experts on planning for development; the systematic updating of the Regional Observatory on Planning for Development in Latin America and the Caribbean; and the design and use of relevant methodologies to foster the consolidation of planning and public management systems in the region.

The main beneficiaries under the subprogramme will be government authorities and public officials, especially those responsible for planning and public management policies and systems at the national and subnational levels; civil society organizations; academic institutions; and local, regional and subregional organizations.

Activities

1. Substantive servicing of meetings

Intergovernmental meetings

A meeting of the Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning.

Ad hoc expert group meetings

A meeting of experts to discuss the progress made and pending challenges regarding planning for development systems and institutions, including foresight, public investment, multiscale and territorial governance, as well as cross-cutting and emerging issues.

2. Recurrent publications

One issue of *Panorama de la Gestión Pública en América Latina y el Caribe*.

3. Non-recurrent publications

Three issues on topics covering one or more of the following issues: (i) planning for development, foresight and the formulation of integrated public policy agendas, strategies and plans that incorporate multiscale and territorial governance and planning; (ii) integrated public management systems and practices (planning and programming, budgeting and public investment systems, monitoring and evaluation systems, and accountability and control), including multiscale and territorial planning and management with productive approaches; and (iii) planning and public management for development in cross-cutting and emerging issues, such as mainstreaming gender and participatory approaches and practices, open government and digital government.

4. Other substantive activitiesTechnical materials

- (i) Maintenance and updating of the virtual platform of the Regional Observatory on Planning for Development in Latin America and the Caribbean, and development, maintenance and updating of technical manuals and software applications to support training (in situ and e-learning) and technical cooperation.

Booklets, fact sheets, wall charts and information kits

- (ii) *Planning notes* and *Apuntes* e-bulletin of the Latin America and the Caribbean Development Planning Network on planning and public management for development.

5. Advisory services

Provision of advisory services to countries of the region, upon request, in the areas of: (i) foresight for development and the building of alternative future scenarios; (ii) planning for development systems and institutions, including the formulation of integrated public policy agendas, strategies and plans; (iii) integrated public management systems and practices, including programming, budgeting and public investment systems, as well as monitoring, evaluation, accountability and control systems; and (iv) cross-cutting programming, covering matters such as gender mainstreaming and stakeholder engagement, political dialogue, open government and digital government, disaster risk reduction, territorial planning and other emerging issues.

6. Training courses, seminars and workshops

Eight training courses (in situ and e-learning) on the following topics: (i) foresight for development; (ii) planning for development systems and institutions, and the formulation of integrated public policy agendas, strategies and plans, including multiscale and territorial governance and planning; (iii) integrated public management systems and practices (planning and programming; budgeting and public investment systems; monitoring and evaluation systems; and accountability and control), including multiscale and territorial management; (iv) planning and public management for development in cross-cutting and emerging issues, such as mainstreaming of the gender perspective and participatory approaches and practices, open government and digital government; (v) political dialogue for conflict resolution; and (vi) priority issues on technical, operational, political and foresight capacities to be defined with member States at the Regional Council for Planning of ILPES.

7. Technical cooperation projects

It is expected that projects will be undertaken in the areas of planning and public management for development, including plans and programmes to implement the 2030 Agenda.

8. Intermediate activities

- (i) Support for the operation of virtual networks and information exchange on topics related to the subprogramme.
- (ii) Surveys and governmental dialogues on planning and public management for development in Latin America and the Caribbean.
- (iii) Support for the organization of training courses, in response to requests made under other subprogrammes, on topics such as sustainable development, social development issues, mainstreaming of the gender perspective, climate change and innovation strategies.

The implementation of operational activities, including advisory services, training, and technical cooperation projects in the field, will be subject to the availability of extrabudgetary resources.