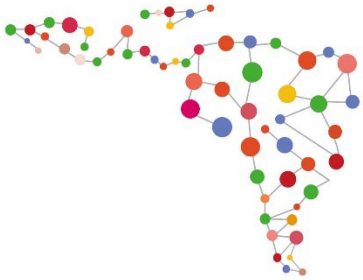

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Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)
Brasília, 2 and 3 October 2025

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Twentieth meeting of the Regional Council for Planning
of the Latin American and Caribbean Institute
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Nineteenth Conference of Ministers and Heads of Planning
of Latin America and the Caribbean

Brasília, 2 and 3 October 2025

REGIONAL AGENDA ON GOVERNANCE OF PLANNING AND PUBLIC MANAGEMENT FOR SUSTAINABLE DEVELOPMENT IN LATIN AMERICA AND THE CARIBBEAN

UNITED NATIONS

ECLAC

A. BACKGROUND

The Regional Council for Planning is a subsidiary body of the Economic Commission for Latin America and the Caribbean (ECLAC) and governs the activities of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES). It comprises the ministers or heads of planning of the Council's Latin American and Caribbean member States.

The Council is a forum for intergovernmental technical-political dialogue that facilitates experience- and knowledge-sharing among planning authorities on how to overcome the challenges of building a culture of the future at the national and subnational levels, and how to strengthen public management and enhance the State's technical and political capacities to promote a culture of continuous learning and greater multi-stakeholder collaboration.

At its nineteenth meeting, held from 7 to 9 November 2023 in Santo Domingo, the Regional Council for Planning of ILPES agreed to begin the negotiation of a regional agenda on governance of planning and public management for sustainable development in Latin America and the Caribbean with a view to identifying priority lines of work for the following five years, aligning efforts and resources and sharing lessons learned, in order to generate capacities to move towards more productive, sustainable and inclusive development in the region.

At the thirtieth meeting of the Presiding Officers of the Regional Council for Planning, held at ECLAC headquarters in Santiago on 27 and 28 November 2024, the Dominican Republic, in its capacity as Chair, presented proposed guidelines for the drafting of a regional agenda on governance of planning and public management for sustainable development in Latin America and the Caribbean. The countries endorsed these guidelines and agreed to organize multistakeholder dialogues in the first half of 2025. These were held on 31 March within the framework of the eighth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, and addressed each of the following four areas of the regional agenda on governance of planning and public management for sustainable development in Latin America and the Caribbean:

(i) Governance, institutional frameworks and social dialogue.

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

(iii) Coordination for comprehensive and coherent public policies.

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

In addition, an online survey was conducted within the framework of the Latin American and Caribbean Development Planning Network of ILPES, and two virtual sessions were organized to present the strategic guidelines proposed for each of the areas of the proposed agenda.

Accordingly, the Presiding Officers of the Regional Council for Planning hereby present the draft regional agenda on governance of planning and public management in Latin America and the Caribbean for consideration and adoption by the Council.

B. REGIONAL AGENDA ON GOVERNANCE OF PLANNING AND PUBLIC MANAGEMENT FOR SUSTAINABLE DEVELOPMENT IN LATIN AMERICA AND THE CARIBBEAN

Area 1: Governance, institutional frameworks and social dialogue

Strategic objectives

1. **Put in place collaborative governance mechanisms with an open government approach, aimed at broadening citizen participation, strengthening accountability and building social consensus to legitimize public decisions**

Lines of action

- Design and apply collaborative governance methodologies that embed open government principles (transparency, participation, accountability and collaboration) in public policy formulation, implementation and evaluation.

- Hold multi-stakeholder social dialogues that take into account power asymmetries in order to ensure that decision-making has social legitimacy.

- Research and generate lessons on enablers and barriers with respect to the co-creation of public policies with diverse stakeholders.

- Adjust regulatory frameworks for the co-creation of public policies with multi-stakeholders.

- Strengthen citizen participation using measures to ensure freedom of association, meaningful citizen participation and the opening of institutional channels for dialogue and advocacy.

2. **Achieve new styles of ethical, inclusive and collaborative institutional leadership in order to strengthen open organizational cultures and build up confidence in institutions**

Lines of action

- Design and implement training programmes for public leaders, focused on soft skills, transformational leadership, public ethics, a gender perspective, inclusion and collaborative working.

- Encourage open and horizontal communication within public organizations, by developing spaces for participation and feedback mechanisms among officials.

- Encourage professional development with strategics for performance recognition and incentives.

- Promote autonomy and commitment on the part of public personnel, by developing leadership styles that delegate, recognize collective achievement and generate positive work environments.

3. Provide effective and inclusive digital services, advancing towards the digital transformation of the State with a focus on rights, public innovation and citizen participation, to improve trust in institutions and equity in access to services

Lines of action

- Promote citizens' digital participation through e-consultations, the use of collaborative digital platforms and mechanisms that are accessible and adaptable to diverse users.

- Develop digital capabilities in the public workforce, through programmes of continuous training in digital skills, artificial intelligence, cybersecurity, open data and people-centred digital services.

- Promote the ethical, transparent and responsible use of artificial intelligence as a public good, ensuring its application for the common good, with regulatory frameworks, social participation and principles of equity and non-discrimination.

- Develop and strengthen open and interoperable data ecosystems by promoting the use and reuse of public data in open formats that generate information for data-driven decision making.

- Support open government evolving towards an open and smart State, embedding emerging technologies (such as big data, blockchain, Internet of Things and artificial intelligence) with principles of transparency, participation, accountability and collaboration between branches and levels of government.

- Strengthen information systems, digitalization processes, platform development and investment in technological research to identify solutions to multidimensional public problems and foster the development of open government and the open State.

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

Strategic objectives

1. Incorporate anticipatory governance and the institutionalization of prospective ecosystems in the management of planning and public innovation processes, establishing a culture of the future within institutions

Lines of action

- Set up offices devoted to foresight and strategic planning within the State, linked to hubs of innovation and territorial planning in order to achieve greater impact.

- Integrate prospective methodologies into the public policy cycle (formulation, programming, budgeting, implementation, monitoring and evaluation), ensuring institutionalized feedback at all phases of the cycle.

- Implement pilot projects on public innovation in response to alternative scenarios, with public-private collaboration to explore innovative solutions, including participatory evaluation mechanisms in each pilot project.

- Set up innovation labs in strategic sectors to experiment with mechanisms, methodologies and new technologies that impact public sector productivity.

- Strengthen prospective elements in public investment management.

2. Improve institutional capacities in foresight and anticipatory governance at all levels of government

Lines of action

- Establish specific training programmes in the areas of foresight and anticipatory governance, adapted to the contexts of each country, connecting these programmes with peer-to-peer learning networks.

- Establish capacity-building programmes aimed at integrating foresight and anticipatory governance into the planning and budgeting cycle, aligning these schemes with existing institutional frameworks to avoid duplication.

- Promote foresight study programmes that include territoriality and sociocultural diversity.

- Foster peer-to-peer interchanges and learning among countries and territories to share best practices and future challenges.

3. Institutionalize foresight within States through awareness of foresight methods and processes

Lines of action

- Organize intersectoral working groups to explore future scenarios, in line with collaborative governance, promoting collaborative learning and prospective capacity-building, and including the systematization of learning.

- Implement future monitoring and surveillance systems using strategic intelligence to identify weak signals, emerging opportunities and potential risks, joined up with early warning and innovation mechanisms.

- Generate strategic alliances with international organizations to develop innovative solutions and strengthen the supply of technical assistance and training in the region, prioritizing support in countries whose institutions have less developed prospective capacities.

- Promote the institutionalization of foresight processes in the various development stakeholders, linking them to planning and budgeting to increase viability and effectiveness.

- Develop mechanisms to coordinate long-term strategies with short- and medium-term plans and policies, using specific instruments to ensure coherence over time and between institutions.

4. Promote political foresight with strategic analysis to underpin public policy implementation and sustainability

- Strengthen prospective analytical capacities regarding conflicts related to public policy proposals, using new methodologies and tools to identify solutions and recommendations for their implementation.

5. Foster technology foresight to drive sustainable development

Lines of action

- Create technology foresight observatories to track developments in the areas of artificial intelligence, automation, biotechnology and other key innovations for each country.

- Establish strategic alliances between the government, the private sector and the academic sector to design future technological scenarios and public policy proposals.

6. Promote territorial foresight to advance towards balanced and sustainable development across territories

- Strengthen multi-stakeholder and multilevel governance through platforms for dialogue between the national, subnational and local levels of government to facilitate the construction of a comprehensive and territorial approach to the future.

- Develop prospective methodologies for territorial planning and build local government capacity in this area.

- Develop and apply methodologies to prioritize investment projects with a territorial approach, in order to close territorial gaps and promote territorial foresight.

7. Incorporate social foresight into public policy management through dialogue and social participation to build future visions

- Design or update participatory futures plans by holding national or territorial consultations to build shared visions of the future with a social approach.

- Strengthen social participation platforms that foster co-creation and visions of the future.

Area 3: Coordination for comprehensive and coherent public policies

Strategic objectives

1. Achieve integrated and efficient management in the public sector, transforming the organizational culture to encourage collaboration, teamwork and coordination among institutions

Lines of action

- Promote an organizational culture that values collaboration, mutual learning and the creation of synergies between different stakeholders within the public sector, the private sector and civil society.

- Build capacity through training, public information platforms and case repositories to facilitate the exchange of best practices and knowledge.

- Develop mechanisms, regulatory frameworks or institutions to facilitate collaboration between different levels of government, in order to create coherent and comprehensive policies that reflect the needs of the population, and avoid increasing power asymmetries between institutions or the risks of hyper-institutionalization.

2. Foster the development of incentives to strengthen inter-institutional coordination and joined-up decision-making for the design of comprehensive public policies, adapted to the context, combining thematic and procedural approaches

Lines of action

- Promote comprehensive public policies by designing and implementing cross-cutting approaches that recognize the interconnections between the Sustainable Development Goals (SDGs) in long-term national development agendas, promoting solutions that generate multidimensional positive impacts —social, economic and environmental— and avoiding isolated interventions that compromise coherence and sustainability in efforts to achieve the 2030 Agenda for Sustainable Development.

- Review (and reformulate, if necessary) regulatory and institutional frameworks to enable the effective implementation of comprehensive public policies, assigning competencies, creating transparency mechanisms and defining responsibilities to ensure clear and broad accountability.

- Establish collaborative governance systems to facilitate coordination between the sectoral institutions involved, with defined roles, responsibilities and coordination modalities between national, intermediate and local levels, including the engagement of non-governmental actors.

- Promote ongoing training for public officials responsible for designing, implementing and evaluating public policies, taking a comprehensive approach and outlining responsibilities and expected outcomes together with each sector in order to avoid overlapping action and aims.

- Foster collaborative and multidisciplinary work to create spaces for public innovation and for public-private partnerships, enhancing the stability of the public service.

- Analyse and reformulate national and subnational budgets with an intersectoral rationale and taking a results-based management approach, underpinning the implementation of comprehensive public policies and the preparation of policies with budgets aligned from the outset with their needs.

- Develop effective public communication, information and dissemination strategies, emphasizing a comprehensive approach.

3. Identify the level of public policy intervention according to scope and available resources, and its relationship with long-term objectives

Lines of action

- Identify the scope of public interventions, defining the expected outcomes, the magnitude of the impact and the resources that are necessary and available.

- For medium- and large-scale interventions, identify resource needs, time frames and responsibilities, in order to ensure long-term commitment and thereby ensure that policies will be sustainable.

4. Ensure public policy coherence, especially the internal and external coherence of policies and between each policy and other public policies in force in the country

Lines of action

- Review the internal coherence of public policies, ensuring that the objectives, lines of action, indicators and goals are consistent and aligned with the issue that was identified.

- Implement monitoring and evaluation mechanisms to ensure the public policy coherence.

- Verify that public policies are coherent externally, ensuring that the domestic regulations and planning instruments in place within the framework of national planning systems, the national budget and the public investment system are in line with the international commitments that the country has assumed, as appropriate.

- Review the coherence between the proposed policies and other existing policies, avoiding duplications and contradictions that may generate friction or inconsistent outcomes, and developing tools to systematize different policy elements and thereby identify alignments and avoid duplications.

- Build national and subnational public policy registers that include implementation status, progress and, if possible, outcomes, in order to map the policy ecosystem in place in each country.

5. Foster coordination mechanisms to link the political, technical and financial levels, ensuring comprehensive, coherent and efficient management of policy implementation, with clear distribution of competencies

Lines of action

- Create an institutional framework with defined objectives, scope, roles and responsibilities for the different stakeholders.

- Foster the capacities of public services at all levels of government in order to reduce existing territorial asymmetries between the central, intermediate and local levels of government.

- Facilitate the exchange of updated and relevant information among the different institutions and stakeholders, with oversight and data and information protection mechanisms to safeguard public sector integrity.

- Define basic principles to guide public policy, aligning it with the government's objectives and the proposed development model, ensuring bridges for political and administrative coordination.

- Safeguard the proper use of public resources, distributing them as budgeted and seeking to execute them efficiently, so that policies may be implemented properly.

- Promote financial coordination and synergies between public institutions and the private sector, through public-private partnership mechanisms and coordination with subnational governments, taking into account the possibility of international cooperation.

- Define mechanisms to ensure alignment between the policies designed and the resources available, managing the fulfilment of objectives efficiently, linking spending with centralized accountability monitoring systems, and adopting communication strategies for the public (transparency).

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

Strategic objectives

1. **Strengthen the legal and institutional frameworks of monitoring and evaluation systems to ensure that they will be sustainable, politically stable and independent technically, and that they will be used in public decision-making**

Lines of action

- Design and update normative frameworks to regulate the way that monitoring and evaluation systems operate, as a policy of State, to ensure that they will last beyond political cycles.

- Define roles, responsibilities and coordination mechanisms among the different stakeholders involved in monitoring and evaluation systems (government, civil society, academia, private sector), promoting their active and coordinated participation.

- Set up sustainable and predictable financing mechanisms to support the continuous operation of monitoring and evaluation systems, even in contexts of fiscal constraint, ensuring the sustainability and continuity of evaluations.

- Ensure the technical independence of these systems, to uphold their credibility, impartiality and quality, without weakening their operational link with the executive, and make sure that they are used for decision-making.

2. **Include monitoring and evaluation in all phases of public management, ensuring that their results feed back into the planning, budget allocation and implementation processes, in order to make continuous, evidence-based improvements to public policies.**

Lines of action

- Develop centralized monitoring systems (dashboards, progress reports) to track fulfilment of objectives and targets, using performance indicators.

- Ensure that monitoring and evaluation systems operate based on data, results and impacts on public policies.

- In evaluations, take into account the public value of interventions, based on the chain of outcomes.

- Design and implement mechanisms to ensure effective linkage between monitoring and evaluation outcomes, planning and budgetary decision-making, ensuring that the achievement of objectives and the generation of public value are financially rational.

- Include monitoring and evaluation systems in national, sectoral and institutional planning instruments, in order to check that they are designed in a relevant manner, monitor their progress and evaluate their results.

3. Develop technical, operational, political and prospective (TOPP) capacities linked to monitoring and evaluation, promoting the development of an evaluation culture as a key tool for learning and continuous improvement

Lines of action

- Develop the capacity of public managers to design, use and integrate monitoring and evaluation systems as key tools for decision-making, continuous improvement and accountability.

- Train public officials in different types of methodologies used for the various tools of public administration (plans, programmes, institutions and projects), so that they acquire the technical and strategic skills to apply them effectively.

- Train public officials on innovative and advanced tools for monitoring and evaluation (big data and artificial intelligence).

- Train officials on tools for results-based management and continuous improvement (results-based planning, results-based budgeting, programme and project management).

- Implement interoperable technological platforms to facilitate the collection, analysis and use of big data, and integrate them with institutional and budgetary systems.

- Link monitoring and evaluation outcomes with prospective exercises and projections of future scenarios, in order to anticipate challenges and guide strategic planning.

4. Promote the comprehensive evaluation of public policies, taking intersectoral and multidisciplinary approaches that underpin a broad vision of government management, in order to foster sustainability, participation and coherence

Lines of action

- Develop methodologies and apply them in cross-sectoral and multidisciplinary evaluations, to gain a broad, holistic understanding of the impact and performance of public policies.

- Carry out evaluations at all stages of the policy cycle (design, implementation and short-, medium- and long-term results).

- Design and implement participatory evaluation methodologies with relevant stakeholders from the public sector, civil society, academia and other spheres.

- Analyse the coherence between policies and plans to identify synergies, avoid duplication and optimize institutional resources and efforts.

5. Implement accessible and comprehensible communication strategies to promote transparency and the effective dissemination of monitoring and evaluation outcomes, strengthening citizen participation

Lines of action

- Ensure that monitoring and evaluation results are published under the principles of open government, making sure of transparency, accessibility and adaptability for the full diversity of users, and that the information can be reused.

- Use digital technologies and social networks to improve accessibility and coverage of information and citizens' understanding of it.

- Develop ad hoc mechanisms to disseminate results, using appropriate languages, messages and instruments depending on the purpose and target population.

- Strengthen strategic partnerships with academia and civil society organizations, promoting independent evaluations to enrich analysis and interpret public policy impact in a more pluralistic manner.

6. Develop and apply innovative evaluation methodologies to anticipate and improve solutions, using cross-cutting approaches and diverse methods to foster the quality and relevance of public evaluations

Lines of action

- Implement pilot policy evaluation methodologies to test solutions before implementing them on a larger scale.

- Integrate cross-cutting approaches —such as those considering gender, environmental sustainability and human rights— into public planning, design and evaluation.

- Broaden the scope of the subjects to be evaluated, to include regulations, laws and other normative instruments.

- Increase methodological diversity, combining qualitative methods with traditional quantitative approaches.

- Establish direct feedback mechanisms to enable continuous improvement based on the experiences and perceptions of users and stakeholders.

C. REGIONAL AGENDA FOLLOW-UP AND GOVERNANCE MECHANISM

The regional agenda on governance of planning and public management for sustainable development in Latin America and the Caribbean will have a monitoring and governance mechanism, organized within the following spheres of coordination and cooperation: the Regional Council for Planning, the Presiding Officers of the Regional Council for Planning, any ad hoc working groups that are established, and the inter-agency support group. ECLAC, through ILPES, serves as technical secretariat of the Regional Council on Planning and will do so also for the regional agenda on governance of planning and public management for sustainable development in Latin America and the Caribbean. It will provide support through applied research, technical assistance and training activities. ILPES will also provide support to countries in the implementation of the regional agenda through the Regional Planning Observatory and the Latin American and Caribbean Development Planning Network.

Ad hoc working groups: The purpose of these groups will be to monitor the implementation of the regional agenda on governance of planning and public management for sustainable development in Latin America and the Caribbean. They may be given a specific task under the leadership of one or more coordinating countries and will comprise the countries determined in each case.

It is agreed to establish an ad hoc working group to prepare a report to define targets and monitoring indicators, so that proposed objectives will have quantifiable and verifiable results for the next five years. This report will be presented to the Regional Council for Planning at its twenty-first meeting.

Inter-agency support group: This will comprise entities of the United Nations system and related international and regional organizations and will support the implementation of the regional agenda on the governance of planning and public management for sustainable development in Latin America and the Caribbean in the countries concerned, acting as a platform for cooperation.

Technical secretariat: ECLAC, through ILPES, will serve as technical secretariat for the regional agenda on the governance of planning and public management for sustainable development in Latin America and the Caribbean. It will provide ongoing technical support to the Presiding Officers of the Regional Council for Planning and act as coordinator and facilitator for the ad hoc working groups responsible for monitoring and implementing the regional agenda. The secretariat will also be responsible for producing studies, analyses and substantive information to guide decision-making and the design of public policies in the region. It will align its technical assistance and training activities to contribute to the achievement of the objectives set forth in the regional agenda. In particular, it will focus its efforts on strengthening institutional technical, operational, political, and prospective (TOPP) capacities, understood as key enablers for the design, execution, legitimization and anticipatory orientation of public policies, so that the four strategic areas of the regional agenda can translate into sustainable transformations. To this end, it will structure its work in five spheres:

(i) Diagnosis of institutional capacities

- Developing analytical tools to map existing capacities and gaps in each of the strategic areas of the regional agenda on governance of planning and public management for sustainable development in Latin America and the Caribbean.

- Preparing integrated institutional profiles to address the four dimensions of the approach to institutional TOPP capacities in a coordinated manner and to serve as input for strategic decision-making.

(ii) Design of capacity-building strategies

- Formulating road maps for progressive institutional capacity-building based on national priorities and specific implementation challenges.

- Promoting organizational reforms to enable more effective and transformative public planning and management.

(iii) Training and specialized technical assistance

- Designing training programmes for public officials at different levels, with a focus on strengthening institutional TOPP capacities in relation to the challenges posed by the regional agenda on governance of planning and public management for sustainable development in Latin America and the Caribbean.

- Providing technical support for institutional transformation processes, more robust information systems, development of anticipatory governance mechanisms and consolidation of a culture of evaluation.

(iv) Fostering cooperation and peer learning

- Promoting opportunities for the exchange of experiences and best practices among countries and territories, with emphasis on innovative solutions to strengthen institutional capacities.

- Facilitating regional collaboration networks aimed at strengthening public institutions for sustainable development.

(v) Monitoring and evaluation of institutional capacity-building

- Establishing mechanisms to monitor progress in the development of TOPP capacities in relation to the regional governance agenda on planning and public management for sustainable development in Latin America and the Caribbean.