



# General Assembly

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## Seventy-fourth session

Items 137 and 138 of the preliminary list\*

## Proposed programme budget for 2020

### Programme planning

## Proposed programme budget for 2020

### 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/74/50.

\*\* 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.

\*\*\* 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

In 2018, the Economic Commission for Latin America and the Caribbean (ECLAC) celebrated its seventieth anniversary. The Commission has consolidated its role as a leading think tank of the United Nations Secretariat, has nurtured its convening role providing intergovernmental platforms for policy dialogue, peer learning and normative discussion, and has provided policy advice, operational support and technical cooperation, at the request of member States, to implement capacity development activities at the regional, subregional and transboundary levels. This new anniversary gave us the opportunity to revitalize our mission and reaffirm our commitment to the values that underpin our daily work.

During the year, ECLAC convened the second meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, which provided a multi-stakeholder platform to share experiences and establish partnerships for the follow-up, review and implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, and for South-South and triangular cooperation and peer learning. Over the past decade, ECLAC has focused on equality as the key issue for the 2030 Agenda. ECLAC also provided support to member States of the region in the negotiating process that culminated in the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (the Escazú Agreement). This was a historic milestone for environmental equality in Latin America and the Caribbean.

In May 2018, in Havana, the Commission held its thirty-seventh session, which was attended by both the Secretary-General and the Deputy Secretary-General. At the session, ECLAC presented to its member States the publication entitled *The Inefficiency of Inequality*; for almost a decade, ECLAC has positioned equality as the foundation of development, as an irreducible ethical principle based on rights, and has provided new analysis, data and knowledge on the key trends and factors relating to inequality in the region. I was truly honoured to receive the Secretary-General at the session and to hear from him that: “ECLAC has been a progressive proponent and authorized voice of social justice in the world economy. It has consistently and courageously promoted a vision of development that considers equality to be the driving force behind growth”.

ECLAC was also called upon by El Salvador, Guatemala and Honduras, jointly with Mexico, to provide support in putting forward endogenous development plans as a means of generating opportunities for the populations of those countries, thus making migration an option, as opposed to a forced choice. For the Commission, it is an honour to accompany countries in the design and implementation of the plans, the ownership of which will be key.

Finally, to address the challenges faced by middle-income countries, ECLAC has promoted the structural gap methodology as a better indicator of development, and has placed the Caribbean region, mostly comprising small island developing States, as a priority in all activities developed by the Commission, continuing to advocate for a debt swap initiative. “Caribbean First” demonstrates the Commission’s renewed determination to promote a more effective defence on behalf of those countries, taking advantage of the international community’s goodwill, solidarity and support.

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

## **Overall orientation**

### **Mandates and background**

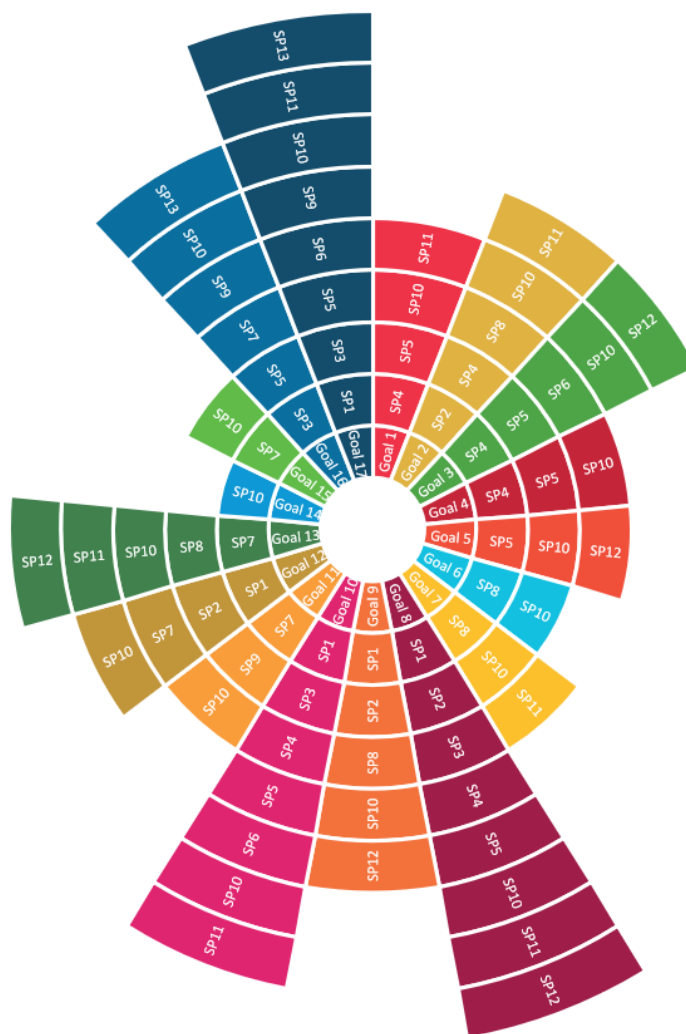
- 21.1 The Economic Commission for Latin America and the Caribbean (ECLAC) is responsible for promoting the economic, social and environmentally sustainable development of the Latin American and Caribbean region through international cooperation and by undertaking applied research and comparative analysis of development processes and providing relevant normative, operational capacity development and technical cooperation services, as well as advisory services, in support of regional development efforts. The mandate derives from Economic and Social Council resolution 106 (VI), by which the Council established the Commission. In 1996, pursuant to its resolution 553 (XXVI), the Commission decided that it should, *inter alia*, 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. ECLAC support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development is also provided through the implementation of the regular programme of technical cooperation and Development Account projects.

### **Alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformative agendas**

- 21.2 The mandates of ECLAC guide the subprogrammes in producing their respective deliverables, which contribute to the attainment of each subprogramme's objective. The objectives of the subprogrammes are aligned with the Organization's purpose to achieve international cooperation in solving international problems of an economic, social, cultural or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language or religion, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. Figure 21.I summarizes the specific Sustainable Development Goals with which the objectives, and therefore the deliverables, of the respective subprogrammes are aligned.

Figure 21.1

**Economic and social development in Latin America and the Caribbean:  
alignment of subprogrammes with Sustainable Development Goals**



- 21.3 The objectives of the subprogrammes are also aligned with the Monterrey Consensus and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the implementation of Agenda 21 and the Rio Declaration on Environment and Development, the Paris Agreement on climate change, 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, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, the Mauritius Declaration and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the Sendai Framework for Disaster Risk Reduction 2015–2030, the Beijing Declaration and Platform for Action, the New Urban Agenda, the Global Compact for Safe, Orderly and Regular Migration, the Framework of Action for the follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014, and the implementation of and follow-up to major United Nations conferences and summits.

## Recent developments

- 21.4 The Latin American and Caribbean region faces a complex scenario. Average growth rates in the region remain low, barely above 1 per cent, with uneven performances among countries. In addition, considerable uncertainties persist in the political, economic, social and environmental dimensions of sustainable development. This situation, coupled with increased financial volatility and low regional investment rates, limit productivity and the structural changes needed to progress towards a new style of development. They also threaten the social advances achieved by Latin American and Caribbean countries over the past few decades, particularly the reduction of poverty and inequality. Significant structural gaps persist and there is a risk of social deterioration in a region where poverty reduction has stalled and where 175 million people still live in poverty. This raises concerns and highlights the need for new policy options using a rights-based and universal coverage approach.
- 21.5 The region also faces challenges deriving from the fact that it mainly comprises middle-income countries, as 28 of the 33 member States from Latin America and the Caribbean fall into this category and exhibit major disparities. These middle-income countries are increasingly excluded from an international cooperation system that uses per capita income as the representative indicator of development.
- 21.6 ECLAC identified in a timely manner the additional obstacles to sustainable development resulting from climate change in the Latin American and Caribbean region, which suffers disproportionately from the effects of this phenomenon and its permanent and increasing threats. The Caribbean and Central America are the two subregions most vulnerable to the effects of natural disasters. Specifically, the small island developing States of the Caribbean are likely to be severely affected by the consequences of climate change, including rising sea levels, the increasing frequency and/or intensity of storms, higher rainfall and coral reef bleaching.
- 21.7 In this context, the 2030 Agenda for Sustainable Development represents, more than ever, a unique opportunity to bring about profound and lasting change in the prevailing development paradigm. For almost a decade, ECLAC has positioned equality as the foundation of development, that is, as an irreducible ethical principle based on rights. The international community recognized this principle when it included equality among the central dimensions of the 2030 Agenda and the Sustainable Development Goals. ECLAC defines equality as the aim of development, structural change as the path towards achieving it and policymaking as the instrument to that end. The Commission's proposal is framed by the main ideas and policy options contained in the past five position documents presented to the Commission at its regular sessions, particularly in the publication entitled *The Inefficiency of Inequality*, adopted by ECLAC member States at the thirty-seventh session of the Commission, held in Havana in May 2018.
- 21.8 In addition, the second meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development was convened under the auspices of ECLAC in Santiago in April 2018. The main conclusions were presented at the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council in New York in July 2018. At that meeting, ECLAC presented the second annual report on regional progress and challenges in relation to the 2030 Agenda for Sustainable Development in Latin America and the Caribbean.

## Strategy and external factors for 2020

- 21.9 The Commission will continue to pursue goals shared by all the regional commissions, to support the development pillar of the United Nations, to foster economic integration at the subregional and regional levels, to support member States in the implementation of the 2030 Agenda and the Addis Ababa Action Agenda together with the Sustainable Development Goals, and to facilitate sustainable development by helping to bridge economic, social and environmental gaps between and among countries in the region and the industrialized economies.

- 21.10 To achieve those goals, ECLAC will continue to respond to the needs of the countries in the region, serving as a regional forum and facilitator in building regional consensus, supporting public policy formulation to meet the development challenges facing the region, and promoting and conducting multilateral dialogue, sharing knowledge and networking at the interregional, regional and subregional levels.
- 21.11 ECLAC is contributing to a system-wide effort in support of the implementation of the 2030 Agenda for Sustainable Development which includes: (a) developing and strengthening regional and national institutions to promote policy coherence and the integration of the three dimensions of sustainable development; (b) mainstreaming the Sustainable Development Goals into national planning, national fiscal frameworks and budgets and ensuring policy and institutional coherence, consistency and coordination; (c) strengthening the capacity of member States to collect, process, analyse and disseminate data, statistics and indicators; and (d) supporting effective leveraging of the means of implementation. In this regard, in 2020, the fourth meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development will be convened under the auspices of ECLAC. The Commission will continue to provide support as the secretariat of the Forum, particularly with respect to the follow-up and review at the regional level, and to report to the high-level political forum on sustainable development at the global level, thereby linking the national, regional and global dimensions of the process.
- 21.12 The Commission will promote interregional cooperation through coordinated action with other regional commissions, and will collaborate with other regional organizations, in particular United Nations entities, in order to promote cooperation within the region. Considering the rapidly evolving demands of member States, ECLAC will continue to provide timely and relevant analysis and policy recommendations regarding development issues. The Commission will work closely with the Governments of the region and other counterpart institutions to reinforce linkages between individual national experiences and regional perspectives, facilitate data comparability and the exchange of good practices, and provide effective technical cooperation services for transboundary issues within its purview. The Commission will emphasize analytical, normative, advocacy and capacity-building work to strengthen the design of sustainable development strategies and public policies and to facilitate the continuous follow-up and review of the Sustainable Development Goals in line with the 2030 Agenda for Sustainable Development. Operational services in the areas of specialized information, technical cooperation and training will foster cooperation, networking and sharing of good practices at the subregional, regional and interregional levels, including South-South cooperation.
- 21.13 ECLAC will continue to make its intergovernmental architecture available for discussions and regional dialogues that analyse the key means of implementation of the 2030 Agenda, and to share experiences in this area, serving as the technical secretariat for the Committee of the Whole of ECLAC, the Committee on South-South Cooperation, the Caribbean Development and Cooperation Committee, the Regional Conference on Women in Latin America and the Caribbean, the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning, the ECLAC Statistical Conference of the Americas, the Regional Conference on Population and Development in Latin America and the Caribbean, the Conference on Science, Innovation and Information and Communications Technologies, and the Regional Conference on Social Development in Latin America and the Caribbean.
- 21.14 In 2020, ECLAC will also convene its thirty-eighth session. The Commission comprises 46 members and 14 associate members and holds sessions to review the work of the ECLAC secretariat and approve its programme of work, as well as to review its report of activities. ECLAC will elaborate and submit for the consideration of the members of the Commission the main substantive document to be discussed at the session.
- 21.15 ECLAC will continue to provide integrated and comprehensive follow-up to global summits from a regional perspective, in particular by coordinating the region's approach to the implementation of the 2030 Agenda. To that end, ECLAC will reinforce its leading role as convener of the Regional Coordination Mechanism for Latin America and the Caribbean, which reports to the Economic and

Social Council and to the General Assembly. The Commission will continue to participate actively in fostering substantive coordination among all participating entities in the Executive Committee on Economic and Social Affairs.

- 21.16 The overall strategy of the Commission for achieving the objectives of the programme is structured around 13 interdependent and complementary subprogrammes, implemented through an integrated and multidisciplinary approach. Special efforts have been made to ensure that the gender mainstreaming strategy of the Commission is reflected throughout the present annual programme plan.
- 21.17 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) In the context of the 2030 Agenda for Sustainable Development and other regional and international development agendas, the regional and international communities support the member States of ECLAC and respond to their specific needs and concerns in relation to: (i) international trade and integration; (ii) their productive development policies; (iii) their macroeconomic policies and economically sustainable growth strategies; (iv) social development and the human-rights-based approach to social protection and equality; (v) affording priority to gender mainstreaming in public policies; (vi) the implementation of the recommendations 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 in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing; (vii) sustainable management of natural resources and the provision of public services and infrastructure; (viii) achieving meaningful results in international negotiations regarding sustainable development and human settlements; (ix) affording priority to development planning and public management at both the national and the subnational levels; and (x) the work of the Statistical Conference of the Americas and the priorities it sets for statistical development in the region;
  - (b) The countries of Latin America and the Caribbean continue to support and give high priority to regional and subregional cooperation, integration and convergence schemes with a view to achieving economic, social and environmentally sustainable development;
  - (c) The regional and international communities continue to promote coordination between relevant organizations and entities with a view to linking social issues with demographic trends and economic dynamics, in particular trade, integration and international finance, in order to shape new development opportunities in the context of globalization and long-term trends;
  - (d) The international community continues to be committed to, as well as to implement, the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals.
- 21.18 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, for subprogramme 5, the result reflects the increased demand by countries in the region for technical assistance and capacity-building activities for the development of time use statistics to measure women's unpaid care and domestic work.
- 21.19 With regard to cooperation with other entities, ECLAC will continue to collaborate with the Bretton Woods institutions, especially the International Monetary Fund and the World Bank, as well as 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 regional mechanisms, such as the Community of Latin American and Caribbean States, the Union of South American Nations, the Caribbean Community, the Latin American Integration Association, the Southern Common Market, the Central American Integration System and the Bolivarian Alliance for the Peoples of Our America. ECLAC will also strengthen its collaboration with private sector associations, non-governmental and civil society organizations, think tanks and the academic sector



to promote policy dialogue and to engage them in the implementation by member States of the 2030 Agenda.

- 21.20 With regard to inter-agency coordination and liaison, ECLAC will reinforce its leading role as the convener of the Regional Coordination Mechanism for Latin America and the Caribbean, which reports to the Economic and Social Council and to the General Assembly, to coordinate the programme of work of the specialized agencies, funds and programmes of the United Nations development system in the region. The Commission will continue its active participation to foster substantive coordination among all participating entities in the Executive Committee on Economic and Social Affairs.

### Evaluation activities

- 21.21 The following evaluations and self-evaluations completed in 2018 have guided the programme plan for 2020:

- (a) Report of the Office of Internal Oversight Services on the triennial review of the implementation of the recommendations from the programme evaluation of the Economic Commission for Latin America and the Caribbean ([E/AC.51/2018/7](#));
- (b) Progress report of the Joint Inspection Unit on the recommendations contained in the review of South-South and triangular cooperation in the United Nations system ([JIU/REP/2018/2](#));
- (c) Six evaluation reports on issues related to strengthening statistical capacities for producing economic and environmental indicators in Latin American, Caribbean and Asia-Pacific countries; logistics integration for the sustainable exploitation of natural resources in Latin America; the design and implementation of rights-based policies and programmes to address care of dependent populations and women's autonomy; strengthening the capacity of Caribbean countries in the management of public finances; the design and implementation of equity-oriented labour and social development policies and programmes in selected Latin American, Asian and African countries; and promoting inclusive finance through development banking innovative practices to support productive development and structural change.

- 21.22 The findings of the evaluations referenced in paragraph 21.21 above have been taken into account for the programme plan for 2020. By highlighting the need for an exit strategy, evaluation recommendations led subprogrammes 3, 4, 5, 8 and 10 to outline the steps to ensure sustainability of results and, where applicable, the successful continued involvement of ECLAC in key areas of interventions through its programme plan, namely, financial inclusion, pro-equality policies, women's economic autonomy in urban development, sustainable exploitation of natural resources, and statistical capacities for sustainable development in the region. Recommendations made to projects managed by subprogrammes 5 and 12 also focused on taking into account the profile of participants in capacity-building activities so as to customize the design of the training with a view to maximizing impact. Owing to their broad applicability, these recommendations are being incorporated into the programme of work of ECLAC.

- 21.23 The following evaluations and self-evaluations are planned for 2020:

- (a) Four evaluations on: issues related to strengthening national capacities to assess opportunities and challenges brought by the demographic transition in Latin American and Caribbean countries; input-output tables for the design and implementation of evidence-based industrial trade policies; the use of big data for measuring and fostering the digital economy; and addressing critical socio-environmental challenges in Latin America and the Caribbean;
- (b) A cross-cutting evaluation of gender mainstreaming in the ECLAC programme of work, subject to the availability of extrabudgetary resources.

## A. Proposed programme plan for 2020 and programme performance for 2018

### Programme of work



### Subprogramme 1

#### Linkages with the global economy, integration and regional cooperation

#### 1. Objective

- 21.24 The objective, to which this subprogramme contributes, is to enhance regional integration and cooperation to strengthen the role of Latin America and the Caribbean in international trade and the global economy.

#### 2. Alignment with the Sustainable Development Goals

- 21.25 The objective is aligned with Sustainable Development Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), Goal 10 (Reduce inequality within and among countries), Goal 12 (Ensure sustainable consumption and production patterns) and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

#### 3. Highlighted result in 2018

##### Expanded customs union of the northern triangle

Technical assistance to promote regional integration and intraregional trade and enhance the region's role in the global economy is a key component of the subprogramme's work. In 2016, the subprogramme delivered advisory services to Guatemala and Honduras with the goal of enhancing the depth of integration and productive linkages in Central America by presenting the potential effects of establishing a bilateral customs union between the two countries. The subprogramme determined that significant gains would be realized by both countries, and, on the basis of those findings, the Guatemala-Honduras customs union was created in July 2017.

In 2018, at the request of El Salvador, the subprogramme conducted a comprehensive assessment of the projected impacts of expanding the membership of the customs union to include that country. The subprogramme examined multiple factors at the national, subregional and international levels and, through simulations, demonstrated the potential benefits to customs union members in terms of increases in sectoral competitiveness, economic growth, intraregional trade flows and a strengthened



*The Presidents of El Salvador, Guatemala and Honduras celebrate the addition of El Salvador to the northern triangle customs union. Source: PRNewsFoto*

position in global value chains. Following consideration of the subprogramme's recommendations, El Salvador joined the Guatemala-Honduras customs union.

#### *Result and evidence*

The deliverables contributed to the result, which is an expanded customs union and increased economic integration and mutually beneficial partnerships among countries.

Evidence of the result includes the ratification of the protocol of accession to the customs union by the Legislative Assembly of El Salvador in July 2018 and the modification in November 2018 of the customs union's founding agreement in order for it to operate as a newly established plurilateral El Salvador-Guatemala-Honduras customs union.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 21.26 A planned result for 2018, which is improved capacity of Latin American and Caribbean countries to participate effectively in global and regional value chains, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased percentage of stakeholders (92 per cent) (government officials, academics, representatives of the private sector, civil society and integration mechanisms, among others) who acknowledge that they have benefited from the analysis and policy recommendations contained in the publication *International Trade Outlook for Latin America and the Caribbean* (formerly *Latin America and the Caribbean in the World Economy*). Stakeholders agreed that the publication captures the main trends of the global and regional economic situation, that the analysis included in the document is important to understand the issues and development challenges of the region, and that the policy analysis and recommendations put forward are useful to improve participation in global and regional value chains.

## **4. Highlighted planned result for 2020**

### **Understanding biregional value chains with the Asia-Pacific region**

In 2018, the subprogramme carried out an analysis of regional value chains through the preparation of a harmonized regional input-output table, representing the linkages between the goods and services sectors within and between national economies and the income generated throughout the production process. The completion of updated subregional input-output tables for the Andean Community and the Southern Common Market and the delivery of training workshops to national officers have increased their understanding of subregional productive and trade linkages. The preparation of the regional input-output table, still under way, will yield a comprehensive mapping of the intersectoral relationships throughout Latin America, boosting the empirical basis on which to conduct analysis of trade in the region.

#### *Challenge and response*

One of the challenges is to support member States in incorporating a broad group of extraregional partners in the analysis to determine a baseline of existing biregional value chains and explore possibilities to strengthen biregional production networks.

In response, for 2020, the subprogramme will partner with national institutions (for example, statistical offices, ministries of trade and central banks) and extraregional partners, including the Economic and Social Commission for Asia and the Pacific, to obtain reliable primary data.

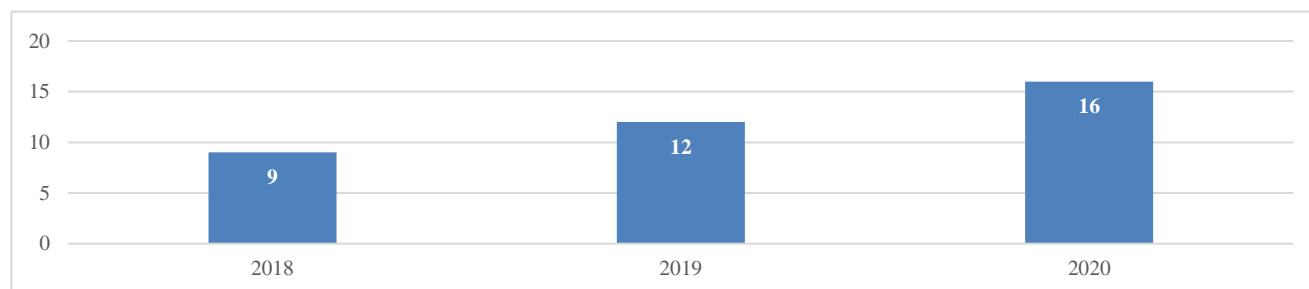
#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is the strengthened capacity of Latin American and Caribbean countries to formulate public policies considering evidence provided by the developed input-output tables.

Evidence of the result, if achieved, will include a cumulative number of member States certified in the use of these subregional, regional and/or biregional input-output tables to shape industrial and trade policies, as shown in the figure.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: cumulative number of Latin American and Caribbean countries certified in the use of subregional, regional and/or biregional input-output tables*



- 21.27 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 5. Deliverables for the period 2018–2020

- 21.28 Table 21.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.1

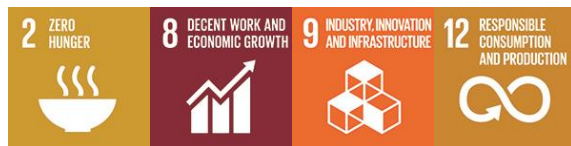
**Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	8	8	6	8
Publications (number of publications)	19	19	20	21
Technical materials (number of materials)	5	5	5	5
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials				

## 6. Most significant relative variances in deliverables

### Variances between the planned figures for 2020 and 2019

- 21.29 The variance in seminars, workshops and training events is driven by the fact that the training on harnessing the region's participation in global supply chains will take place in 2020.



## **Subprogramme 2 Production and innovation**

### **1. Objective**

- 21.30 The objective, to which this subprogramme contributes, is to enhance structural change, productivity growth and innovation in the region.

### **2. Alignment with the Sustainable Development Goals**

- 21.31 The objective is aligned with Sustainable Development Goal 2, which is to end hunger, achieve food security and improved nutrition and promote sustainable agriculture. Progress towards the attainment of the objective will help to improve the agricultural productivity and incomes of small-scale farmers by promoting equal access to land, technology and markets, sustainable food production systems and resilient agricultural practices, as well as increased investments through international cooperation.
- 21.32 The objective is also aligned with Sustainable Development Goal 8, which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Progress towards the attainment of the objective will help to achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.
- 21.33 Furthermore, the objective is also aligned with Sustainable Development Goal 9, which is to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. Progress towards the attainment of the objective will help to promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.
- 21.34 Finally, the objective is also aligned with Sustainable Development Goal 12, which is to ensure sustainable consumption and production patterns. Progress towards the attainment of the objective will help to support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.

### 3. Highlighted result in 2018

#### Reinforced digitalization in Latin America and the Caribbean

In recent years, technological revolution has been a strategic engine for development. In line with this trend, Latin American and Caribbean countries have been defining their national digital agendas, concentrating on fostering access to and the adoption of digital technologies in households and firms. Nevertheless, fast technological change requires the permanent revision and adaptation of digitalization strategies.

From 2016 to 2018, advisory services were provided by the subprogramme to Latin American and Caribbean countries in information and communications technology infrastructure, e-government, the digital economy and digitalization in small and medium-sized enterprises. ECLAC also implemented awareness-raising activities, such as the collection and publication of broadband tariff data, showing the gaps between and within Latin American and Caribbean countries.



*Adoption of the eLAC 2020 Digital Agenda, Cartagena, Colombia. Source: Cadena Caracol*

#### Result and evidence

The deliverables contributed to the result, which is an increased commitment of countries of the region to utilize digital strategies to foster development and inclusion and make the Internet more accessible to citizens.

Evidence of the result includes the adoption, in April 2018, by 25 countries in the Latin American and Caribbean region of the eLAC 2020 Digital Agenda for the period 2018–2020 and the establishment of eight working groups to guide the implementation of national digital policies on access and infrastructure, the digital economy, digital government, cultural inclusion and digital skills, Internet governance, legal frameworks, teleworking, emerging technologies and the regional digital market. The Digital Agenda contributed to the design of national policies promoting digital inclusiveness, such as the plan on the information society of Ecuador for the period 2018–2021.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 21.35 A planned result for 2018, which is strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster the diversification of the production structure, to reduce the productivity gap with the developed economies, and to incorporate innovation and new technologies into production and management, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased percentage of participants (94 per cent) in seminars, workshops or training courses of the subprogramme acknowledging that they have benefited from ECLAC technical cooperation services to improve their capacities to promote productivity convergence, encourage innovation and support the incorporation of new technologies.

### 4. Highlighted planned result for 2020

#### New institutional capabilities for structural change

One of the main factors behind low productivity in Latin America and the Caribbean is the high concentration of its economic structure in low-value-added sectors, owing to scant technology adoption, limited competition and a trend of sparse levels of investment.

This is particularly relevant in a region where the potential output growth has slowed down since 2011 and at a time when the international economy is going through major transformations (for example, the emergence of new actors in the global arena, the acceleration of the technological revolution and increasingly globalized trade and financial flows).

In recent years, Latin American and Caribbean countries have identified main structural bottlenecks in the development process, such as productivity, social vulnerability, environmental challenges and institutional settings. To tackle these barriers, there is a need to rethink and reinforce institutional capabilities within the Latin American and Caribbean region.

### *Challenge and response*

The challenge is to advocate placing structural diversification and innovation policies at the top of the development agenda in the countries of the region, moving such policies from being Government-led to being state-led and making them less dependent on political changes.

In response, for 2020, the subprogramme will provide advisory services, training, expert meetings and technical cooperation projects to reinforce institutional capabilities of member States to design and implement new policies to diversify the production structure.

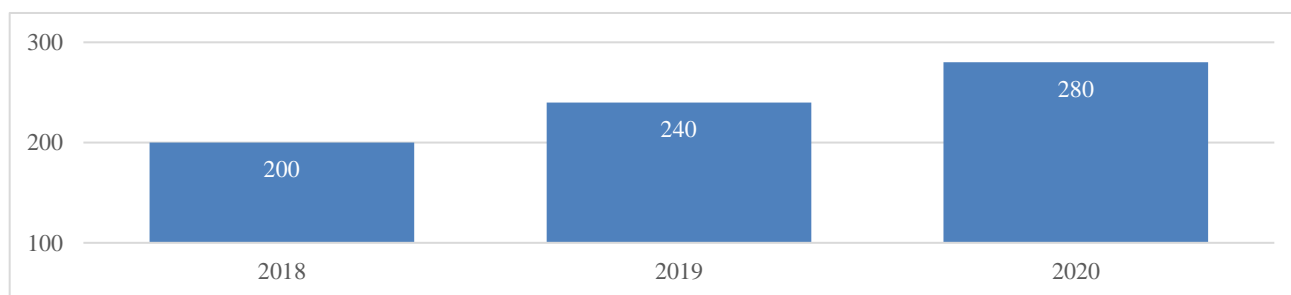
### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is an increased capacity of Governments to formulate policies conducive to economic diversification.

Evidence of the result, if achieved, will include the number of national officials that complete training in productive policies to foster structural transformation and innovation.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: number of national officials in Latin American and Caribbean countries trained in new areas of economic diversification*



- 21.36 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## **5. Deliverables for the period 2018–2020**

- 21.37 Table 21.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.2

**Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Substantive services for meetings (number of three-hour meetings)	8	8	6	8
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	3	3	3	3
Seminars, workshops and training events (number of days)	49	49	45	47
Publications (number of publications)	10	10	9	12
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				

**6. Most significant relative variances in deliverables****Variances between the planned figures for 2020 and 2019**

- 21.38 The variance in substantive services for meetings is driven by the fact that plenary sessions of the Conference on Science, Innovation and Information and Communications Technologies are held every two years in even-numbered years (2018 and 2020) and its preparatory meetings, of shorter duration, are held in odd-numbered years (2019).
- 21.39 The variance in publications is driven mainly by the increased number of publications and studies on the production structure of the region, agriculture and rural labour, the impact of climate change on agriculture and related adaptation and mitigation strategies, foreign investment, industrial policies and new technologies and innovation, owing to the requirements of member States as reflected in ECLAC resolution 728 (XXXVII).





### Subprogramme 3 Macroeconomic policies and growth

#### 1. Objective

- 21.40 The objective, to which this subprogramme contributes, is to achieve sustained, sustainable and inclusive economic growth and development in Latin America and the Caribbean.

#### 2. Alignment with the Sustainable Development Goals

- 21.41 The objective is aligned with Sustainable Development Goal 8, which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Progress towards the attainment of the objective will help to achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors. It will also help to promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small-, and medium-sized enterprises, including through access to financial services. Additionally, progress towards the attainment of the objective will help to achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- 21.42 The objective is also aligned with Sustainable Development Goal 10, which is to reduce inequality within and among countries. Progress towards the attainment of the objective will help to progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average, and to adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality. It will also encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in accordance with their national plans and programmes.
- 21.43 Furthermore, the objective is also aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to develop effective, accountable and transparent institutions at all levels. At the same time, it will also significantly reduce illicit financial flows.
- 21.44 Finally, the objective is also aligned with Sustainable Development Goal 17, which is to strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. Progress towards the attainment of the objective will help to strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection, as well as mobilizing additional financial resources for developing countries from multiple sources. It will also assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress.

### 3. Highlighted result in 2018

#### Policies to mobilize resources for inclusive economic growth and development

The subprogramme provides macroeconomic analysis and recommendations on the mobilization of domestic and foreign resources for development. Among other things, the work of the subprogramme has included proposals to reduce illicit financial flows and tax evasion and avoidance, proposals for tax and expenditure reforms, recommendations on policies for reactivating investment and labour policies that respond to the emerging technological revolution.

Access to finance in the countries of Latin America and the Caribbean has generally been limited by their historically low rates of national savings, the fragility of their financial systems, which primarily offer short-term bank instruments, and their underdeveloped capital



Artisan weaver in San Pedro de Cajas, Peru. Source: Shutterstock

markets. Small and medium-sized enterprises are particularly affected by this shortfall in available financing, which limits their production possibilities. Given the predominance of small and medium-sized enterprises in the region (they account for 32 per cent of gross domestic product and 88 per cent of jobs), the lack of finance represents a significant challenge to unlocking inclusive and sustainable economic growth.

From 2015 to 2018, ECLAC identified development banks as one of the key actors to break through this barrier, while at the same time strengthening inclusive finance in the region. The subprogramme analysed and developed policy proposals for the use of innovative financial instruments by the region's development banks – in line with the Addis Ababa Action Agenda – to unlock access to financing for small and medium-sized enterprises. In particular, the subprogramme proposed that development banks promote financial inclusion through the creation of instruments to facilitate access to the financial system and to reduce risk, as well as changes in processes to enlarge the financial network and incorporate greater flexibility in the way of evaluating the payment capacity of individuals and companies.

#### *Result and evidence*

The deliverables contributed to the result, which is strengthened capacity of development banks in the region to analyse and adopt innovative financial instruments to further enhance the financial inclusion of small and medium-sized enterprises.

Evidence of the result includes the fact that development banks in Costa Rica, Ecuador and Peru made use of the subprogramme's analyses and policy recommendations to evaluate their own policies, and the changes announced by the Peruvian development bank COFIDE to its financial inclusion policy, on the basis of ECLAC recommendations.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 21.45 A planned result for 2018, which is strengthened capacity of policymakers and other stakeholders in Latin America and the Caribbean to analyse current and emerging macroeconomic and development financing issues, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased percentage of surveyed readers who acknowledge having benefited from the subprogramme's publications in terms of strengthening their capacity to analyse macroeconomic and development financing issues (97 per cent of respondents to a survey of readers of the *Economic Survey of Latin America and the Caribbean*, 2018).

## 4. Highlighted planned result for 2020

### Macroeconomic policies for development in a slow-growth environment

The Latin American and Caribbean region faces an increasingly complicated and volatile external financial environment. At the same time, economic growth has become less dynamic in the region. A significant challenge for policymakers is how to reactivate sustained and inclusive growth in a context of reduced policy space, especially in those countries with macroeconomic constraints that limit their ability to offset external shocks.

In 2018, the subprogramme sought to address those concerns through the analysis and assessment of regional and national economic trends, including in the areas of fiscal, monetary, labour, domestic resource mobilization and financing for development policies in line with the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda. Special emphasis was placed on the role of investment as a driver of economic growth.

#### *Challenge and response*

The challenge is to provide a timely and high-quality assessment of the macroeconomic and sectoral challenges the region faces – both in the short term and in the long term – in a rapidly evolving international context.

In response, for 2020, the subprogramme will elaborate and refine new and timely macroeconomic policy proposals in the areas of fiscal, monetary, labour, domestic resource mobilization and financing for development policies, responding to emerging demands at the regional and country level.

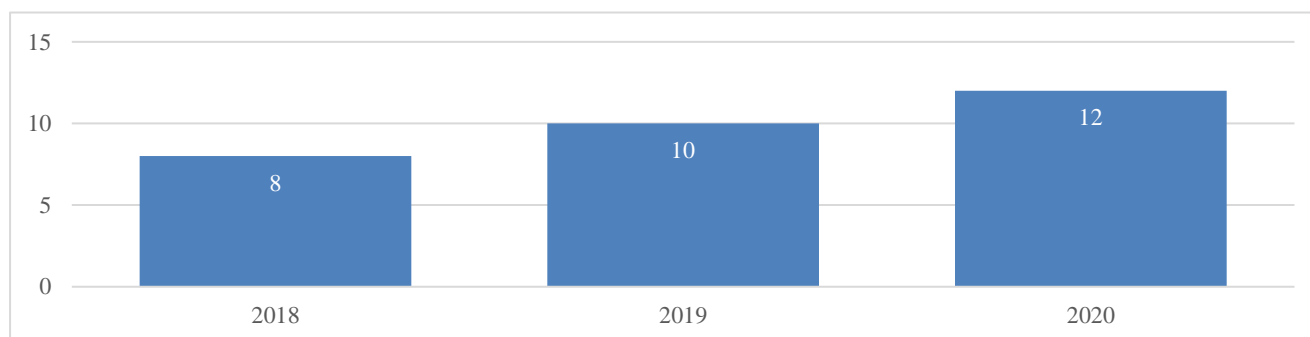
#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is increased availability of and improved access to cutting-edge research and investigation to formulate better macroeconomic policies.

Evidence of the result, if achieved, will include an increased cumulative number of measures taken by countries in the region that are in line with the analysis and recommendations of ECLAC in the areas of macroeconomic and financing for development policies.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: cumulative number of measures taken by countries in the region that are in line with the analysis and recommendations of the Economic Commission for Latin America and the Caribbean in the areas of macroeconomic and financing for development policies*



- 21.46 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 5. Deliverables for the period 2018–2020

21.47 Table 21.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.3

### Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Seminars, workshops and training events (number of days)	8	8	10	10
Publications (number of publications)	16	16	17	18
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				



## Subprogramme 4 Social development and equality

### 1. Objective

- 21.48 The objective, to which this subprogramme contributes, is to achieve greater social and economic equality in the region and overall well-being of the people of the region.

### 2. Alignment with the Sustainable Development Goals

- 21.49 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms everywhere), Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), Goal 3 (Ensure healthy lives and promote well-being for all at all ages), Goal 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) and Goal 10 (Reduce inequality within and among countries).

### 3. Highlighted result in 2018

#### Regional social development conference triggered national engagement in inclusive social protection policies

The activities of the subprogramme adopt a rights-based approach, mainly by enhancing the capacity of national Governments to formulate policies, plans and programmes that address the structural and emerging equality gaps affecting different socioeconomic and population groups, including children and youth, persons with disabilities, indigenous peoples and Afrodescendants, and migrants. Through its work, the subprogramme supports countries across a range of policy areas, including tackling poverty and inequality, malnutrition and food insecurity; promoting social protection, education, health and labour inclusion; and strengthening social institutions and social expenditure. ECLAC elaborated



*Country representatives during the second meeting of the Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean. Source: Peru, Ministry of Development and Social Inclusion*

a systemic approach that regards social protection as an area linked to most of the other sectors and with the capacity to enhance social inclusion (leaving no one behind) through its social security and social assistance components.

The work of the subprogramme also includes the provision of specialized databases, qualitative and quantitative research, policy analyses, recommendations and advice, seminars and training, networking and South-South cooperation. In addition, regional and subregional policy discussion and advocacy have become central to

improving the political will for social development. In this context, the Regional Conference on Social Development in Latin America and the Caribbean has become central to this process since 2015.

In September 2018, the second meeting of the Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean was held. Twenty-two member States discussed the strengthening of public policies addressing the region's structural inequalities, emerging challenges and contributions to the achievement of the Sustainable Development Goals. The publication prepared by the subprogramme, entitled *Towards a regional agenda for inclusive social development: bases and initial proposal*, which focuses on some of the main challenges for member States in achieving the goals of the social dimension of the 2030 Agenda for Sustainable Development in relation to the adoption of inclusive social development policies (Sustainable Development Goals 1, 2, 3, 4, 8 and 10), formed the basis for the discussion during the meeting. The guiding principles recommended in that document are: a perspective of universalism that is sensitive to differences to ensure that no one is left behind; progressivity and non-regression in the measures agreed, to the maximum of available resources and respecting the sovereign decisions of States; and the prioritization of effectiveness, efficiency, sustainability, sufficiency, participation, transparency and access to information in social policies.

#### *Result and evidence*

The deliverables contributed to the result, which is increased engagement of Latin American and Caribbean countries in the development of inclusive social protection policies both at the country level and at the level of subregional bodies.

Evidence of the result includes the formulation of the regional intersectoral agenda for social protection and productive inclusion with equity by the Central American Social Integration Secretariat; the consideration by the Southern Common Market of inclusive social policies as part of its strategic plan for social action; the establishment of a new national social protection strategy for all by El Salvador; the creation by Paraguay of a new Ministry of Social Development in charge of non-contributory social protection policy and the launch of a new social protection network; a request for support by Haiti for the development of a new social protection strategy; and the use of ECLAC publications and technical materials by Peru as a basis for its proposal for a new national social protection strategy.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 21.50 A planned result for 2018, which is enhanced capacity of the central or subnational governments in the region to formulate policies, plans and programmes that address the structural and emerging equality gaps affecting different socioeconomic and population groups, with an approach based on human rights and sustainable development, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the adoption or update of social policies, plans and programmes formulated by central or subnational governments in countries of the region to address the structural and emerging equality gaps, in line with ECLAC recommendations. Specific examples include the launch by the Secretariat of Labour and Social Welfare of Mexico, in a joint effort with ECLAC and the International Labour Organization, of the risk identification model of child labour, a statistical tool seeking to implement targeted actions to prevent child labour, in May 2018; the adoption of that model by the Ministry of Labour of Colombia in May 2018 and its inclusion in the public policy for the prevention of child labour for the period 2017–2027; and the adoption in June 2018 by the President and the Ministry of Education of the Dominican Republic of ECLAC recommendations stemming from a study on the reintegration of youths and adolescents into school.

## **4. Highlighted planned result for 2020**

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### **Achieving the implementation of a regional commitment towards inclusive social development**

In 2018, ECLAC supported social policy institutions of Latin America and the Caribbean, both in a technical capacity and in policy dialogue to achieve political commitment for social inclusion to foster the achievement of



the Sustainable Development Goals. The regional context has evolved in recent years, exposing a lack of progress in the poverty reduction process and limited advances across other social development indicators. Critical obstacles still need to be resolved, including inequality, the lack of decent work opportunities and unequal access to social protection and quality health and education, among others.

### *Challenge and response*

The challenge is to garner the support of member States and reinforce their commitment to improving the effectiveness of specific social policies. In 2019, the subprogramme is reinforcing its efforts in regional and subregional dialogue to promote political will towards inclusive social development, taking advantage of the third meeting of the Regional Conference on Social Development in Latin America and the Caribbean and ECLAC-led processes of technical assistance and policy advice at the country level.

In response, for 2020, ECLAC will focus on the implementation of the political commitment by strengthening the capacities of countries to develop inclusive social policies, plans and programmes that address the structural and emerging equality gaps affecting different socioeconomic and population groups, with a special focus on rights for women, children and youth, indigenous peoples, Afrodescendants, migrants and persons with disabilities, with an approach based on human rights and sustainable development. The subprogramme will carry out applied qualitative and quantitative research, generate analysis, disseminate information, statistics and results of research and formulate policy recommendations to strengthen the capacity of stakeholders to perform sound diagnostic assessments of social issues for application in policy design and implementation.

### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is improved institutional policies or frameworks.

Evidence of the result, if achieved, will include countries developing strategies for improving institutional frameworks and formulating improved policies that reflect the commitment to inclusive social development in the framework of the Regional Conference on Social Development in Latin America and the Caribbean, as shown in the table below.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

### *Performance measures*

2018	2019	2020
Countries identify obstacles in the area of inclusive social development that exist in countries of the region	Countries commit to inclusive social development, in line with the 2030 Agenda for Sustainable Development	Countries develop strategies for improving institutional frameworks and formulating quality policies in order to implement their commitment to inclusive social policies that leave no one behind

- 21.51 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## **5. Deliverables for the period 2018–2020**

- 21.52 Table 21.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.4

**Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Substantive services for meetings (number of three-hour meetings)	1	1	12	1
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	2	2	2	2
Seminars, workshops and training events (number of days)	17	17	9	10
Publications (number of publications)	9	9	5	7
Technical materials (number of materials)	2	2	2	2
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				
<b>D. Communication deliverables</b>				
Digital platforms and multimedia content				

**6. Most significant relative variances in deliverables****Variances between the planned figures for 2020 and 2019**

- 21.53 The variance in substantive services for meetings is driven mainly by the fact that the meetings of the Regional Conference for Social Development in Latin America and the Caribbean are held on a biennial basis and a meeting is to be held in 2019. Furthermore, in 2019, the annual meeting of the Presiding Officers of the Regional Conference will be of longer duration, owing to it being a side event of the meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development.
- 21.54 The variance in seminars, workshops and training events is driven mainly by an increase in 2020 in training activities on policies for poverty reduction, equality and well-being, and on policy formulation for poverty alleviation, access to social protection networks and capacity-building, owing to agenda requirements.
- 21.55 The variance in publications is driven mainly by an increase in 2020 in the number of studies, including on social rights among specific population groups, social protection, including access to decent work, poverty reduction and income distribution, and social policies and programmes in comparison with 2019, owing to the streamlining of publications in that year.





## Subprogramme 5

### Mainstreaming the gender perspective in regional development

#### 1. Objective

- 21.56 The objective, to which this subprogramme contributes, is to mainstream a gender equality perspective into sustainable and inclusive development strategies in Latin American and Caribbean countries.

#### 2. Alignment with the Sustainable Development Goals

- 21.57 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms everywhere), Goal 3 (Ensure healthy lives and promote well-being for all at all ages), Goal 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), Goal 5 (Achieve gender equality and empower all women and girls), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 10 (Reduce inequality within and among countries), Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

#### 3. Highlighted result in 2018

##### Latin America and the Caribbean leading the way in measuring feminicide

In 2018, the majority of ECLAC member States reported regionally-comparable statistics on feminicide as a result of a 10-year process of work with Governments in the region to shed light on the manifestation of violence against women. Feminicide, or femicide, is defined as the homicide of a woman committed for the sole reason that she is a woman. As it is the most dramatic and radical expression of violence against women, it has been an issue of utmost concern for the region. Therefore, in 2009, member States requested ECLAC to develop an indicator to more accurately measure the phenomenon. Responding to this demand, ECLAC developed a methodology to measure feminicide and provided continuous technical assistance and guidance to Governments to develop capacity in this area. ECLAC also distinguished itself for measuring the deaths of women both in the public and private spheres.



A woman's protest against gender-based violence. Source: Orlando Barria/EFE Database

##### Result and evidence

The deliverables contributed to the result, which is the capacity of countries to accurately measure feminicide through the availability and effective use of differentiated statistics. This in turn provides a more accurate picture of the extent to which feminicide impacts countries across the region.

Evidence of the result includes 23 countries now being able to provide more rigorous data to measure femicide, as reported to the ECLAC Gender Equality Observatory for Latin America and the Caribbean, which provides comparable and harmonized statistics between countries to support the formulation of evidence-based public policies. It is important to note that this result makes Latin America and the Caribbean the only region in the world that can measure femicide in a comprehensive manner.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 21.58 A planned result for 2018, which is strengthened capacity of countries in the region to implement gender equality policies in line with the regional consensus, the 2030 Agenda for Sustainable Development and other international agreements, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased number of policies, measures or actions adopted by countries of the region in priority areas for gender equality in the implementation of the 2030 Agenda for Sustainable Development, including the adoption by Uruguay of the national strategy for gender equality 2030 (Decree No. 137/018 of May 2018), which incorporates the commitments embodied in the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030.

#### 4. Highlighted planned result for 2020

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##### **Expanding and strengthening capacity for gender statistics in Latin America and the Caribbean**

In 2018, ECLAC member States recognized the increasing challenges in advancing gender equality in the light of the 2030 Agenda for Sustainable Development, as well as their existing commitments under the Regional Gender Agenda. They requested ECLAC to provide capacity-building to mainstream gender into their national development plans, as well as into their statistical systems. An area of increased demand in this regard has been the development of statistics with a gender perspective. For over a decade, the subprogramme has provided thought leadership and methodological guidance for the development of gender statistics, making it a key resource for countries on this subject.

##### *Challenge and response*

The challenge is to address the increased requests from member States to support national institutions in the development of statistics with harmonized methodologies, using innovative ways to communicate and use the data.

In response, for 2020, ECLAC will enhance capacity-building efforts in these areas by disseminating guidelines and providing training and technical assistance on innovative and effective ways to communicate statistics from a gender perspective.

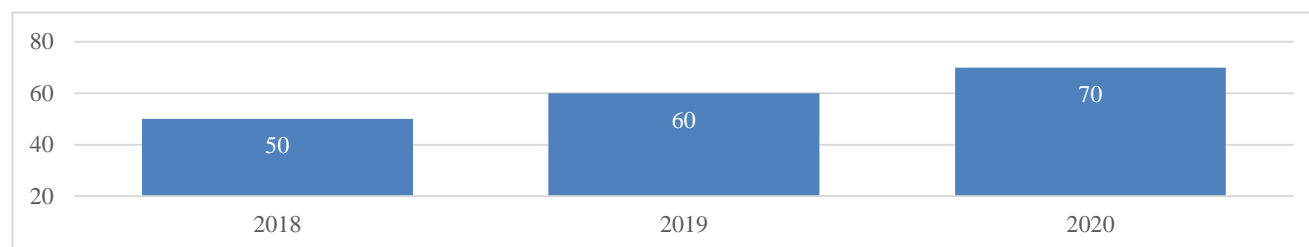
##### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is an increased number of countries that will be able to produce statistics with a gender perspective in accordance with internationally agreed methodologies and standards.

Evidence of the result, if achieved, will include 70 national officials having successfully completed training in the production and use of gender statistics, as shown in the figure below.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: number of national officials trained in the production and use of statistics with a gender perspective*



- 21.59 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 5. Deliverables for the period 2018–2020

- 21.60 Table 21.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.5

**Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Substantive services for meetings (number of three-hour meetings)	9	9	29	15
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	7	7	9	8
Publications (number of publications)	5	5	8	7
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				

## 6. Most significant relative variances in deliverables

### Variances between the planned figures for 2020 and 2019

- 21.61 The variance in substantive services for meetings is driven mainly by the holding in 2019 of the fourteenth session of the Regional Conference on Women in Latin America and the Caribbean and subregional preparatory meetings in the Caribbean, South America and Central America. Sessions of the Regional Conference are held every three years.
- 21.62 The variance in seminars, workshops and training events is driven by an increase in expert group and inter-agency meetings in 2019, owing to the holding of the fourteenth session of the Regional Conference on Women in Latin America and the Caribbean.
- 21.63 The variance in publications is driven by an additional publication in 2019, owing to the holding of the fourteenth session of the Regional Conference on Women in Latin America and the Caribbean.



## **Subprogramme 6 Population and development**

### **1. Objective**

- 21.64 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.

### **2. Alignment with the Sustainable Development Goals**

- 21.65 The objective is aligned with Sustainable Development Goal 3, which is to ensure healthy lives and promote well-being for all at all ages. Progress towards the attainment of the objective will help to ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.
- 21.66 The objective is also aligned with Sustainable Development Goal 10, which is to reduce inequality within and among countries. Progress towards the attainment of the objective will help to empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status; and to facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.
- 21.67 Furthermore, the objective is also aligned with Sustainable Development Goal 17, which is to strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. Progress towards the attainment of the objective will help to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

### 3. Highlighted result in 2018

#### Enhanced population and housing censuses for statistical visibility to promote the rights of indigenous peoples and Afrodescendants

From 2015 to 2018, countries in Latin America and the Caribbean started to prepare for the 2020 round of population and housing censuses. Considering the current social dynamics and human rights standards, as well as the 2030 Agenda for Sustainable Development, the need to review the contents of the censuses has been widely recognized. One of the main regional endeavours is to improve the identification of indigenous peoples, Afrodescendants and persons with disabilities, who are particularly affected by the high levels of socioeconomic inequality in the region. Human rights standards and international and regional agreements exist for these groups, including the right to information. Moreover, data disaggregation has been demanded on a regular basis by a broad range of government authorities as a basic need for policies, and by multiple organizations of indigenous peoples, Afrodescendants and persons with disabilities for the purpose of accountability and political impact.

Since the 1960s, the subprogramme has actively contributed to generating knowledge and setting standards on census-related matters.

In 2018, the subprogramme carried out advisory services in six countries; organized three workshops and a meeting of experts with representatives of the national statistical offices of 19 countries; and produced seven technical studies and a specialized publication related to the 2020 round of censuses. In addition, the subprogramme continuously advocated for the inclusion of the specific groups mentioned in target 17.18 of the Sustainable Development Goals in census questionnaires.



Data collection for the Guatemala population and housing census, 2018. Source: National Statistical Institute of Guatemala/United Nations Population Fund

#### Result and evidence

The deliverables contributed to the result, which is an improved identification of indigenous peoples and Afrodescendants, as well as persons with disabilities, by progressively incorporating cultural aspects into national census processes, using participatory mechanisms with the representatives of the groups concerned, in accordance with the agreements of the Montevideo Consensus on Population and Development.

Evidence of the result includes the growing inclusion of questions on self-identification of Afrodescendants in the 2010 round of censuses, as well as the substantive improvement in the formulation of the questions on indigenous peoples and their effectiveness in capturing key information of a social nature. Specifically, by 2018, the number of countries in the region that included questions on self-identification for the Afrodescendent population almost doubled, from 8 in the previous decade to 14. Similarly, and within the same time frame, 15 countries incorporated significantly improved self-identification questions for indigenous peoples, taking into account cultural aspects and making use of participatory mechanisms. The case of Colombia stands out: it implemented structured consultations with indigenous peoples in the 2018 census throughout the entire process in order to guarantee the right to free, prior and informed consent established for this group. With regard to persons with disabilities, the national statistical offices of seven countries refined the related questions to adopt the social perception of disability in place of the biomedically-oriented approach, as commonly used in previous censuses. No country in the region had included that perspective in previous censuses.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 21.68 A planned result for 2018, which is increased capacity of Latin American and Caribbean stakeholders concerned with population and development matters to monitor population trends and address population and development issues, with a gender-sensitive approach, for use in sociodemographic

policies and programmes, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increase in the percentage of surveyed participants in seminars, workshops, training courses or technical cooperation activities acknowledging having benefited from ECLAC technical cooperation services in the areas of monitoring population trends and tackling population and development issues for use in sociodemographic policies and programmes. Examples include a survey that was administered to the participants of the November 2018 meeting of experts on the challenges leading up to the 2020 round of censuses, the majority of whom were from national statistical offices. All respondents acknowledged having benefited from the content, discussions, recommendations and technical material of the meeting. The activity was supported by the Inter-American Development Bank and the United Nations Population Fund, which fully recognized the critical role the subprogramme plays in increasing the capacity of Latin American and Caribbean countries to address issues related to population and housing censuses.

#### **4. Highlighted planned result for 2020**

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##### **A new wave of demographers informing policies**

Governments in the region have repeatedly expressed a deficit in skilled personnel in demography, affecting their ability to produce and analyse demographic information and thus affecting their capacity to fully incorporate population issues into public policies and development planning. In response to this, the subprogramme delivered a full-time regional intensive demographic analysis course for three-and-a-half months each year between 2012 and 2016, held in Santiago. The five training courses were attended by 60 professionals from statistical offices and other national institutions, representing 16 countries of the region. A follow-up survey conducted in 2016 revealed that 52 former course attendants had affirmed that the course was of great utility in their professional performance. After 2016, the course was discontinued owing to the increasing difficulties for countries to access funding to cover the three-and-a-half months of participation of each representative, as well as the impact on their normal work generated by the prolonged absence of their staff.

##### *Challenge and response*

The challenge is to design a new course format capable of reducing barriers to participation, including by reducing the duration of absence required from the office, as well as the costs of participation, while maintaining the course's quality and purpose.

In response, for 2020, the subprogramme will implement a new course, which will take place in a selected country of the region and be more accessible geographically in order to facilitate the participation of other country representatives from the region. The course will incorporate the new strategy to promote the training of local trainers and will establish an alliance with a local university for the purpose of granting academic certification. Furthermore, the course will be developed in a hybrid mode, in which the duration of the in-person classes will be reduced, lowering barriers to participation. Among other requirements, the implementation of this new course format implies the development of complementary material, the definition of a strategy for distance learning, including on virtual platforms, and the engagement of tutors.

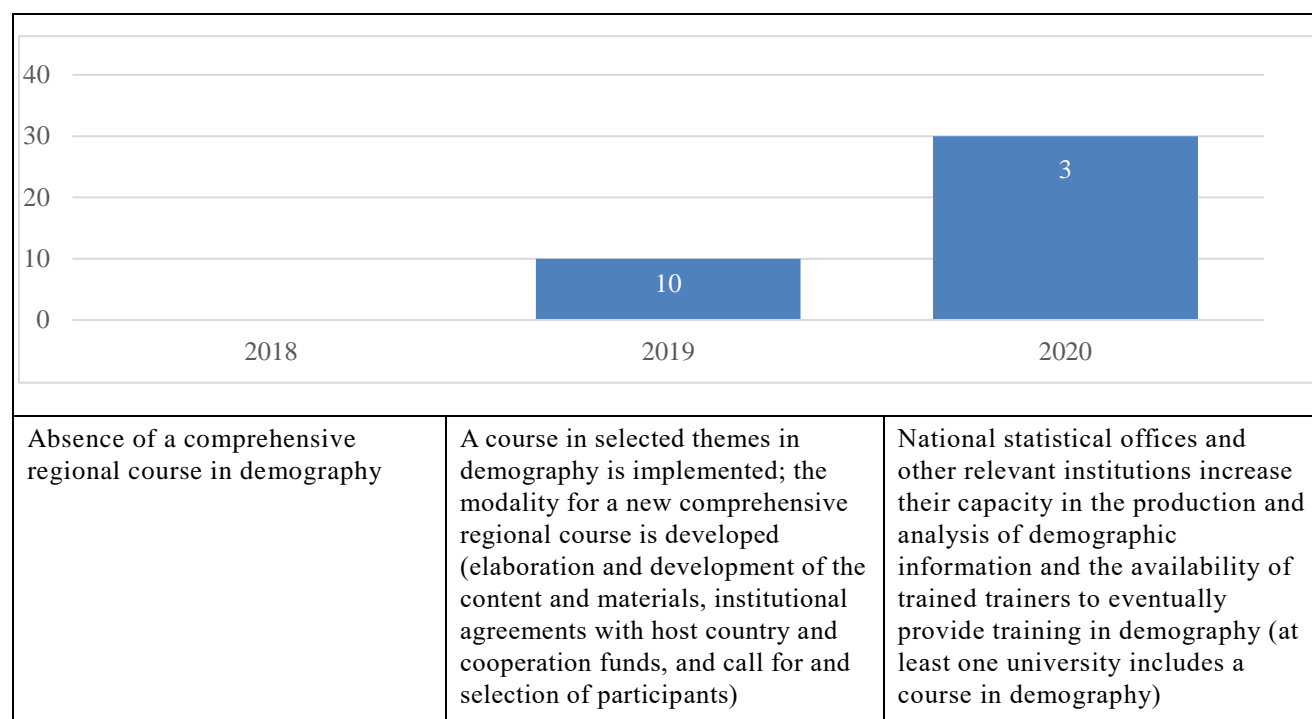
##### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is increased capacities in demography across countries of the region, in particular in national statistical offices, to generate quality demographic information, including population estimates and projections, to adequately inform sectoral policies and the distribution of public resources. In addition, the purpose is to provide the host country with a set of trainers in demography who can provide further capacity-building, thus allowing collaborating universities to incorporate the course in demography into their syllabus.

Evidence of the result, if achieved, will include the participation of between 25 and 30 participants, and at least one university considering the inclusion of a demography-related course in its syllabus.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: representatives of national institutions trained in demography*



- 21.69 The following new mandate was entrusted to the subprogramme in 2018: ECLAC resolution 723 (XXXVII) on the Regional Conference on Population and Development in Latin America and the Caribbean. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 5. Deliverables for the period 2018–2020

- 21.70 Table 21.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.6

**Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Substantive services for meetings (number of three-hour meetings)	9	9	9	9
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	33	33	42	75
Publications (number of publications)	10	10	8	10
Technical materials (number of materials)	3	3	3	3
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				
<b>D. Communication deliverables</b>				
Digital platforms and multimedia content				

**6. Most significant relative variances in deliverables****Variances between the planned figures for 2020 and 2019**

- 21.71 The variance in seminars, workshops and training events is driven mainly by the intensive regional course on demographic analysis with a gender-sensitive approach, owing to the inclusion of a broader version of the course in 2020 compared with the version in 2019.
- 21.72 The variance in publications is driven mainly by a higher number of studies on demography and gender, demographic trends of indigenous people and people of African descent, and population and development in 2020 compared with 2019, owing to programmatic reasons.





## Subprogramme 7 Sustainable development and human settlements

### 1. Objective

- 21.73 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.

### 2. Alignment with the Sustainable Development Goals

- 21.74 The objective is aligned with Sustainable Development Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), Goal 12 (Ensure sustainable consumption and production patterns), Goal 13 (Take urgent action to combat climate change and its impacts), Goal 15 (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss) and Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels).

### 3. Highlighted result in 2018

#### Improved environmental democracy to leave no one behind: the Escazú Agreement

In 2012, at the United Nations Conference on Sustainable Development, 10 Latin American and Caribbean countries issued a declaration on principle 10 of the Rio Declaration on Environment and Development for the full implementation of principle 10 in the region. ECLAC actively supported the process, which evolved into an international negotiation. Within this framework, the subprogramme facilitated the meetings of the negotiating committee, undertook and published extensive regional research, which served as a baseline for the negotiation, developed specific studies to assess the situation in the Caribbean and provided technical assistance to and built the capacities of Governments, civil society and other stakeholders on issues related to environmental governance and their implementation of principle 10 at the regional and national levels.



*Ninth meeting of the negotiating committee, Escazú, Costa Rica, 28 February–4 March 2018. Source: ECLAC*

#### *Result and evidence*

The deliverables contributed to the result, which is the adoption of the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (the Escazú Agreement) in Escazú, Costa Rica, on 4 March 2018. The Escazú Agreement is the first binding agreement of the Latin American and Caribbean countries on environmental issues, and it includes specific provisions to

ensure a safe and enabling environment for human rights defenders in environmental matters. It is the first agreement concluded under the aegis of ECLAC.

Furthermore, by linking global and national frameworks, the Escazú Agreement sets regional standards, fosters capacity-building, in particular through South-South cooperation, lays the foundations for a supporting institutional architecture and offers tools for improved policymaking and decision-making. It aims to combat inequality and discrimination and to guarantee the rights of every person to a healthy environment and to sustainable development. In so doing, it devotes attention to persons and groups in vulnerable situations and places equality at the core of sustainable development. The Agreement was opened for signature by the 33 Latin American and Caribbean countries at United Nations Headquarters on 27 September 2018.

Evidence of the result includes the adoption by 24 countries and the signature of 16 countries of the region of the Escazú Agreement, benefiting approximately 491 million inhabitants of the region.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 21.75 A planned result for 2018, which is increased capacity of Latin American and Caribbean countries to integrate sustainability criteria into development policies and measures, particularly in relation to sustainable development, climate change adaptation and mitigation measures and human settlements, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased number of policies, measures or actions adopted by countries in the areas of sustainable development, climate change and human settlements, in line with ECLAC recommendations (seven policies, measures or actions). For example, as a result of technical assistance provided by the subprogramme, the Ministry of Public Finance of Guatemala adopted an environmental fiscal strategy aligned with climate and other environmental goals, and Costa Rica established the National Council of Environmental Accounts, an interministerial body created to promote the measuring of environmental accounting.

#### **4. Highlighted planned result for 2020**

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##### **Ensure progress towards urban sustainability for climate action**

As of 2018, 80 per cent of the population of Latin America and the Caribbean live in cities or urban areas. Cities are the source of 70 per cent of regional greenhouse gas emissions, owing mainly to energy use, particularly electricity consumption, transportation and waste disposal. Cities also face several challenges related to climate change, such as water availability, extreme weather events and sea level rise, with approximately 5 per cent of the population of the region living within 10 metres of the coast. Cities in Latin America and the Caribbean therefore play a major role both in increasing the resilience of societies and in the transition towards a low carbon development path reflected in the nationally determined contributions, as committed to in the Paris Agreement.

The subprogramme has worked with local governments and stakeholders across the region, including the private sector, academia and civil society, to strengthen their capacity to design climate change policies and identify funding sources. Furthermore, the subprogramme has created spaces for representative and inclusive regional and multi-actor dialogue for sharing experiences and exchanging information and best practices. An example of this is the organization of two Cities Conferences, which address climate and environmental issues such as governance, mobility, finance and planning. The General Assembly of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean has committed to promoting the application of the regional action plan for the implementation of the New Urban Agenda in Latin America and the Caribbean (jointly developed by the subprogramme and the United Nations Human Settlements Programme (UN-Habitat) as a follow-up to the United Nations Conference on Housing and Sustainable Urban Development (Habitat III)) as a framework for achieving urban sustainability in the region.

### Challenge and response

The challenge is to support cities to measure their sources of greenhouse gas emissions and to develop and implement climate actions to comply with the nationally determined contributions made at the country level.

In response, for 2020, the subprogramme will organize the Cities Conference and start the development of the Latin American and Caribbean urban and cities platform, a virtual space to collect best practices, promote South-South cooperation and dialogue and strengthen the community of practice in the region. The subprogramme will also provide technical assistance to at least four cities of the region to identify gaps and best practices.

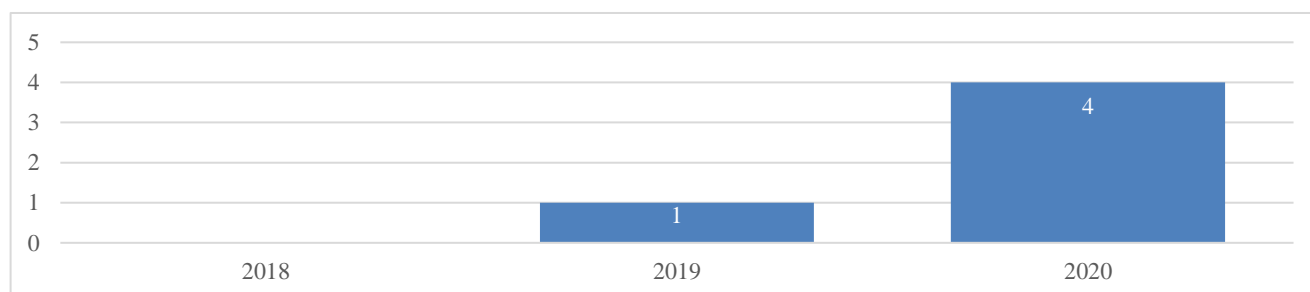
### Result and evidence

The planned deliverables are expected to contribute to the result, which is an increased capacity of local governments to measure, implement and monitor progress towards the achievement of urban sustainability for climate action.

Evidence of the result, if achieved, will include the development by at least four cities of sustainable urban development plans with an integrated climate adaptation and mitigation approach addressing energy use, waste disposal, natural resource management and mobility.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: number of cities developing new sustainable urban development plans in line with recommendations of the Economic Commission for Latin America and the Caribbean*



- 21.76 The following new mandate was entrusted to the subprogramme in 2018: ECLAC resolution 725 (XXXVII) on the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 5. Deliverables for the period 2018–2020

- 21.77 Table 21.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.7

**Subprogramme 7: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Substantive services for meetings (number of three-hour meetings)	12	12	6	6
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	6	6	6	7
Publications (number of publications)	8	8	9	8
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				

**6. Most significant relative variances in deliverables****Variances between the planned figures for 2020 and 2019**

- 21.78 The variance in seminars, workshops and training events is driven by additional courses in 2020 on sustainable development and/or environmental economics, climate change mitigation and adaptation assessment and policies and human settlement issues, owing to agenda requirements.
- 21.79 The variance in publications is driven by the fact that fewer publications are planned for 2020, owing to the streamlining of publications.



## Subprogramme 8 Natural resources and infrastructure

### 1. Objective

- 21.80 The objective, to which this subprogramme contributes, is to enhance the institutional capacity of Latin American and Caribbean countries for good governance of natural resources and infrastructure services in support of the Sustainable Development Goals.

### 2. Alignment with the Sustainable Development Goals

- 21.81 The objective is aligned with Sustainable Development Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), Goal 6 (Ensure availability and sustainable management of water and sanitation for all), Goal 7 (Ensure access to affordable, reliable, sustainable and modern energy for all), Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) and Goal 13 (Take urgent action to combat climate change and its impacts).

### 3. Highlighted result in 2018

#### Adoption of a regional framework policy on mobility and logistics in Central America

The insufficient and unsustainable provision of infrastructure services remains one of the bottlenecks for the region's development process, owing to the lack of coordination and social and environmental concerns in the design of infrastructure at the subregional level. This situation undermines the possibility of promoting the use of modes of transport with lower social and environmental externalities, such as railways or maritime transport, instead of the current massive use of trucks for regional cargo. Addressing the situation implies seeking a greater integration of sectoral policies at the local, national and subregional levels. Since 2010, the subprogramme has assisted countries in the region in the design and implementation of national policies in a more coherent and sustainable manner, incorporating social and environmental concerns, as well as the coordination of measures, at the subregional level.



*Launch of the regional framework policy on mobility and logistics, San Salvador, 19 April 2018.  
Source: ECLAC*

In 2018, the subprogramme continued to provide technical cooperation, advocacy and institutional coordination to stakeholders in the region in areas related to logistics and mobility.

### *Result and evidence*

The deliverables contributed to the result, which is a political commitment by countries of the Central American Integration System (Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama) to integrate their logistical infrastructure and coordinate technical and economic measures for the movement of goods and passengers in a more sustainable manner in an extended subregional market.

Evidence of the result includes the signing of a mandatory regional framework policy on mobility and logistics for the six above-mentioned countries, aimed at promoting a more integrated and competitive region. Furthermore, the commitment is evidenced by the creation of several institutional structures to coordinate at the subregional level the infrastructure investment and resolve the facilitation and cross-border issues that represent an important share of the total logistical cost. This also allows for the coordination of efforts to implement and finance regional transport projects, such as short sea shipping to provide the maritime transport for national cargo, or a Mesoamerican train, to not only improve connectivity, but also to reduce the cost and externalities of transport and encourage regional integration as a key element for sustainable development.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 21.82 A planned result for 2018, which is enhanced coordination and policy harmonization on the sustainable management of natural resources and the provision of public utilities and infrastructure services at the subregional and regional levels, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased number of public, academic and business institutions taking action to coordinate or harmonize policies for the management of natural resources and/or for the provision of public utilities and infrastructure services at the subregional and regional levels in line with ECLAC recommendations (seven institutions). In 2018, the Association of Caribbean States and the Mesoamerican Integration and Development Project, as well as subregional transport operations institutions, such as the American Association of Port Authorities, the Administrative Commission of the Uruguay River, the Caribbean Shipping Association, the Technical Secretariat of the Council of Directors of Roads of Iberia and Ibero-America, the World Association for Waterborne Transport Infrastructure and the Women's International Shipping and Trading Association, acknowledged the quality and usefulness of the cooperation provided by ECLAC to enhance coordination and policy harmonization at the regional level.

## **4. Highlighted planned result for 2020**

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### **Regional Observatory on Sustainable Energy for Latin America and the Caribbean**

The current pattern of development of the region, based on the exploitation of non-renewable natural resources, has maintained high levels of materials intensity and waste production, generating extreme environmental impact and lower efficiency and equity in energy patterns, which could threaten the sustainable development of the region. Notwithstanding the progress made by Latin American and Caribbean countries to diversify their energy matrix towards renewable sources, greater efforts are required in enhancing the design of policies, tools and mechanisms that enable the implementation of measures to ensure access to affordable, reliable, sustainable and modern energy for all.

In 2018, the Regional Observatory on Sustainable Energy was launched. It was conceived as a coordination network for the Latin American and Caribbean countries to take advantage of the exchange of best practices, data collection systems, monitoring methodologies, policies and programme design in the field of sustainable energy, the definition of a political vision for the future of sustainable energy and a tool to monitor the progress in the achievement of Sustainable Development Goal 7.

### Challenge and response

The challenge is to support the building of a systematic approach to the design of energy efficiency policies tailored towards more sustainable development.

In response, for 2020, the subprogramme will assist in enhancing the national capacities of Latin American and Caribbean countries to design and implement evidence-based policies and action plans oriented to promote sustainable energy in the region, taking into account not only the carbon footprint and the cost of energy production and distribution, but also a new set of measures to ensure accessibility for all segments of the population in line with Goal 7.

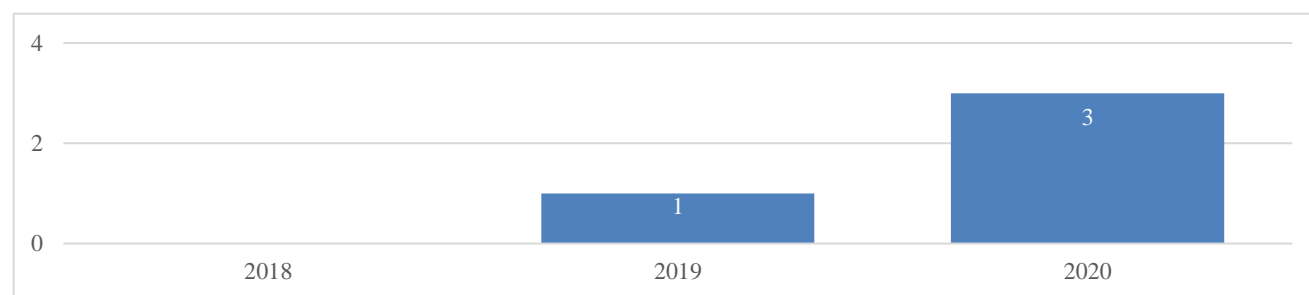
### Result and evidence

The planned deliverables are expected to contribute to the result, which is the enhanced capacity of national institutions to design and adopt additional measures for sustainable and affordable energy in Latin American and Caribbean countries.

Evidence of the result, if achieved, will include three additional measures adopted by countries of the region towards the implementation of energy policies to achieve affordable, reliable, sustainable and modern energy for all.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: additional measures adopted by countries of the region towards the implementation of energy policies to achieve affordable, reliable, sustainable and modern energy for all*



*Note:* The 2018 value is the original status quo (“0” equals the baseline); the performance measure relates to evidence of new or additional measures that ensure access to affordable, reliable, sustainable and modern energy for all.

- 21.83 The following new mandate was entrusted to the subprogramme in 2018: ECLAC resolution 732 (XXXVII) on the review of the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 5. Deliverables for the period 2018–2020

- 21.84 Table 21.8 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.8

**Subprogramme 8: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	2	2	2	2
Seminars, workshops and training events (number of days)	8	8	8	9
Publications (number of publications)	8	8	8	9
Technical materials (number of materials)	10	10	10	10
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				

**6. Most significant relative variances in deliverables****Variances between the planned figures for 2020 and 2019**

- 21.85 The variance in seminars, workshops and training events is driven by additional meetings of experts on sustainable energy, public policies linked to the governance of natural resources, and sustainable logistics, mobility and infrastructure policies in 2020, owing to agenda requirements.
- 21.86 The variance in publications is driven by an additional publication on studies of issues relating to water resources and the nexus with other sectors, energy integration, governance of natural resources, extractive industries and biophysical trade in 2020, owing to programmatic requirements.





## Subprogramme 9 Planning and public management for development

### 1. Objective

- 21.87 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.

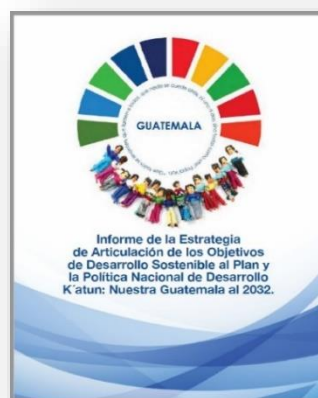
### 2. Alignment with the Sustainable Development Goals

- 21.88 The objective is aligned with Sustainable Development Goal 11, which is to make cities and human settlements inclusive, safe, resilient and sustainable. Progress towards the attainment of the objective will help to enhance capacity for participatory, integrated and sustainable human settlement planning and management; to support links between urban, peri-urban and rural areas by strengthening national and regional development planning; and to increase the number of human settlements adopting and implementing integrated plans towards inclusion, resource efficiency, mitigation and adaptation to climate change and resilience to disasters.
- 21.89 The objective is also aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to develop effective, accountable and transparent institutions; to ensure responsive, inclusive, participatory and representative decision-making; and to ensure public access to information, in accordance with national legislation and international agreements.
- 21.90 Furthermore, the objective is also aligned with Sustainable Development Goal 17, which is to strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. Progress towards the attainment of the objective will help to enhance international support for implementing effective and targeted capacity-building to support national plans to implement all the Sustainable Development Goals; to enhance policy coherence for sustainable development and multi-stakeholder partnerships to support the achievement of the Sustainable Development Goals; and to enhance capacity-building support to increase the availability of high-quality, timely and reliable data.

### 3. Highlighted result in 2018

#### Strengthened planning for development in Latin America and the Caribbean

Effective planning for sustainable development is a tool for ensuring cohesion, coherence and rationality in the implementation of the 2030 Agenda for Sustainable Development in Latin American and Caribbean States, and for ensuring continued progress in development. In 2015, in a bid to address capacity gaps, the Regional Council for Planning – the intergovernmental body for the Latin American and Caribbean Institute for Economic and Social Planning – mandated the creation of a regional learning forum on planning and public management for development through the adoption of a resolution at its fifteenth meeting, held in Yachay, Ecuador. In response, the Regional Observatory of Planning for Development was launched in Lima in October 2017 to support the region in strengthening its planning and public management processes and to provide a facilitation space for linking these processes to the 2030 Agenda, thus generating new information and knowledge, as well as the identification of best practices and the exchange of experiences.



*Sustainable Development Goals articulation strategy for "K'atun: Our Guatemala by 2032", the national development plan for Guatemala. Source: Guatemala, Presidential Secretariat for Planning and Programming, and ECLAC, Regional Observatory of Planning for Development, image compilation from the Sustainable Development Goals articulation strategy for "K'atun: Our Guatemala by 2032".*

**Ilustración 3 "Conceptos claves ODS más frecuentes en Plan Nacional de Desarrollo K'atun: nuestra Guatemala 2032"**



In 2018, the Regional Observatory consolidated its website, incorporating additional analytical categories and information at the regional level and for each of the 33 countries of the region, including national planning systems, national development and open government plans and linkages between planning and the implementation of the Sustainable Development Goals. Through in situ debate and exchange across 10 countries (Argentina, Bahamas, Chile, Colombia, Dominica, Ecuador, Guatemala, Jamaica, Peru and Uruguay), the Observatory's contents and analytics were negotiated and validated, ensuring both robustness and the fostering of ownership of the platform and learning space at the country and regional levels, as well as the development of in-country civil service networks in planning and public management for development.

These processes resulted in an active and dynamic forum for collective learning; a virtual, fully functional, permanent meeting place in which the region can generate the critical mass vital for strengthening not only the capacities of the planning systems of each State, but also enhancing the regional dialogue on shared challenges to be faced by Latin America and the Caribbean in the coming years. Regional and subregional issues include inherent difficulties in the implementation of the Sustainable Development Goals through planning, budgetary and public investment processes, as well as the unique challenges faced by Caribbean and small island developing States in planning for resilience.

#### *Result and evidence*

The deliverable contributed to the result, which is strengthened planning for development in Latin America and the Caribbean.

Evidence of the result includes increased activity on the website. Since the beginning of 2018, monthly activity has increased more than tenfold, with an average of around 27,000 sessions per month in 2018. The forum serves Governments and, as an open data forum, serves as an input for a diverse range of users, including parliamentarians, political parties, academia, the private sector and civil society in general. Furthermore, concrete results at the national level were evidenced by the contribution by the Regional Observatory to various planning processes in 2018. For instance, the region's diverse set of legal frameworks was referenced by the Office of Planning and Budget of the Presidency of Uruguay in the development of the new legal framework for planning in that country; by Guatemala in the production of its strategy for articulating the Sustainable Development Goals within the "K'atun: Our Guatemala by 2032" national development plan; and by Argentina in a recent update of the country's principal strategic land use planning document, the Plan Estratégico Territorial.

The results demonstrate progress made in 2018 to the collective attainment of the objective.

- 21.91 A planned result for 2018, which is increased coordination and exchange of best practices, and enhanced cooperation between Governments in the region and other stakeholders in matters of planning and public administration for development, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increase in the number of public agencies and other key stakeholder organizations participating in seminars and networks supported by the subprogramme that acknowledge enhanced cooperation, improved institutional coordination and best practices feedback. Examples include the participation of representatives of 30 public agencies from 16 countries of the region in networks and events organized and convened by the subprogramme, such as the side event on the theme “Planning as a means of implementation of the 2030 Agenda: tools, instruments and methodologies” held on the occasion of the second meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, the meeting of the Network of National Public Investment Systems, the peer-to-peer learning event on the theme “Tools for the implementation of the 2030 Agenda in Latin America and the Caribbean”, held in Mexico City in June 2018, and the twenty-seventh meeting of the Presiding Officers of the Regional Council for Planning. The subprogramme also contributed to the consolidation of the Ibero-American Futurists Network and coordinated the fifth international event organized by ECLAC on foresight for development, entitled “70 years of ECLAC: planning for development with a vision to the future”, held in Santiago in October 2018. The event attracted 200 participants from academia, public institutions and non-governmental organizations, with 81 per cent of respondents to a survey acknowledging the relevance and usefulness of the event to their work.

#### 4. Highlighted planned result for 2020

##### **Planning and public management tools for the territorialization and implementation of the Sustainable Development Goals**

The integration of the Sustainable Development Goals into national development plans and budgets was one of four action areas identified by ECLAC in 2017 to support the implementation of and follow-up to the 2030 Agenda for Sustainable Development across the region. In 2018, the Regional Observatory of Planning for Development registered 10 formalized national strategies for implementing the Goals. Similarly, 20 of the 33 countries in the region created formal coordinating mechanisms for this purpose, the majority of which fell under the responsibility of planning ministries. In the course of 2018, the subprogramme supported ministries and agencies with conceptual and diagnostic tools through in-person and e-learning training courses, peer-to-peer learning activities, manuals, studies and technical cooperation.

##### *Challenge and response*

The challenge is to support the addressing of the systemic weaknesses identified at the national level in the implementation of the Sustainable Development Goals, which were consistent with four main issues faced when planning for development in the twenty-first century: (a) the incorporation of a long-term approach to development in planning and public policy formulation and its expression in medium-term government plans and policies; (b) the integration of sectors and perspectives across government for coherent and consistent policymaking; (c) the active incorporation of multiple and diverse actors in both the private and public sectors in policy design, formulation and implementation; and (d) the strengthening of territorial governance, planning and management in public policy processes. These challenges were endorsed as priorities in meetings of the Regional Council for Planning in 2018.

In response, for 2020, pilot training will be scaled up through the development of e-learning activities and in-person training, and additional methodological tools will be oriented towards closing at least one of the identified 2030 Agenda implementation gaps. In addition, technical materials on the territorialization of the Goals through the strengthening of territorial governance, planning and management of public policy will be developed and used in knowledge transfer activities.

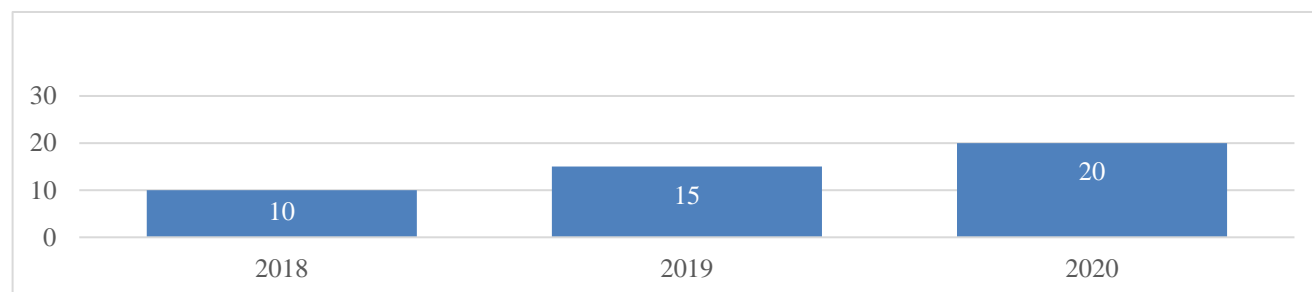
*Result and evidence*

The planned deliverables are expected to contribute to the result, which is strengthened capacities of member States in the areas of planning and public management in public institutions for the territorialization and implementation of the 2030 Agenda.

Evidence of the result, if achieved, will include 20 countries in 2020 having developed formal strategies for implementation of the 2030 Agenda.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: number of national strategies for implementation of the 2030 Agenda*



- 21.92 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 5. Deliverables for the period 2018–2020

- 21.93 Table 21.9 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.9

**Subprogramme 9: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	56	56	56	56
Publications (number of publications)	6	6	5	5
Technical materials (number of materials)	1	1	1	1
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				



## Subprogramme 10 Statistics

### 1. Objective

- 21.94 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.

### 2. Alignment with the Sustainable Development Goals

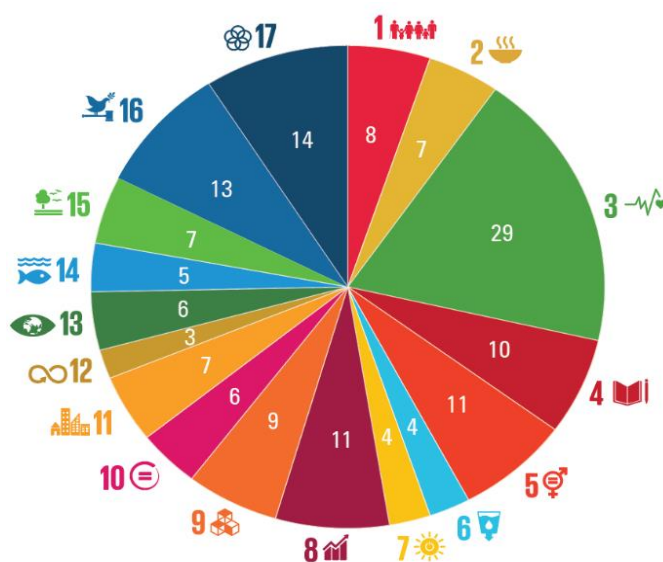
- 21.95 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

### 3. Highlighted result in 2018

#### Regional framework of indicators for the Sustainable Development Goals

In 2017, Latin American and Caribbean countries gathered at the ninth meeting of the Statistical Conference of the Americas expressed their interest in the prioritization and adaptation of the global monitoring framework for the Sustainable Development Goals to the region's characteristics and challenges. Such a process would not only allow for a framework that takes into account the regional realities, but would also be a useful guide to national efforts in the development of measuring tools and indicators and serve as a reference for horizontal and international cooperation.

In 2018, the subprogramme, as secretariat to the Statistical Coordination Group for the 2030 Agenda in Latin America and the Caribbean, a group composed of 10 countries of the region that participate in global mechanisms for defining methodological aspects of the Sustainable Development Goal indicators (the Inter-Agency and Expert Group on Sustainable Development Goal Indicators) and for designing mechanisms to close the gaps in countries' statistical production (the High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development), carried out the request to prioritize and adapt the global monitoring framework to the region's characteristics and challenges. Specifically, the subprogramme implemented a methodology for prioritization that took into consideration several dimensions simultaneously. On the basis of an extensive initial list of indicators combining the global monitoring framework and complementary regionally relevant indicators, a mapping of each indicator was conducted according to its use in national Sustainable Development Goal monitoring frameworks, the availability of its data at the global and regional levels and to the feasibility of producing the indicator in accordance with the global classification and countries' self-reported information.



Mapping of regional framework indicators against the Sustainable Development Goals. Source: ECLAC

### *Result and evidence*

The deliverables contributed to the result, which is the enhanced capacity of member States to report on progress towards the achievement of the Sustainable Development Goals.

Evidence of the result includes the provision of a prioritized list of 154 indicators agreed upon by member States, covering all 17 Goals and 94 of the 169 targets that are part of the official global indicator framework, which contributes to the prioritization of measurement efforts, as well as to the effective coordination of horizontal, regional and international cooperation efforts, for the advancement of the closing of gaps in statistical capabilities, and will enable countries in the region to report on their progress in achieving the Goals.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 21.96 A planned result for 2018, which is increased technical capacity of Latin American and Caribbean countries to monitor economic, environmental and social trends and to formulate evidence-based policies, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased number of actions taken by countries to implement ECLAC recommendations aimed at developing statistics to monitor economic, environmental and social trends. At least 13 countries from Latin America and the Caribbean (Bolivia (Plurinational State of), Costa Rica, Chile, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Paraguay and Uruguay) have implemented one or more recommendations received through technical assistance in those areas.

## **4. Highlighted planned result for 2020**

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### **Timelier purchasing power parity estimates for a more reliable measurement of Latin American and Caribbean economies**

ECLAC is the coordinating agency for Latin America and the Caribbean of the International Comparison Programme, a 50-year-old worldwide statistical initiative currently led by the World Bank under the auspices of the Statistical Commission of the United Nations. The Programme intends to provide comparable price and volume measures of gross domestic product for all national economies, since price levels vary significantly across countries. The Programme provides estimates of purchasing power parity for all countries.

The concept that countries have very different purchasing powers has been widely incorporated into some of the main international well-being indicators. Purchasing power parity is used to estimate poverty rates at international poverty lines and to calculate components of the human development index, and is a fundamental measurement tool for a large proportion of the Sustainable Development Goals. Furthermore, it is used to convert national accounts data, such as gross domestic product, into a reference for the definition of quotas in international institutions such as the International Monetary Fund and the World Bank, for the allocation of funds in the European Union and for a variety of uses by policymakers, researchers and market agents alike.

### *Challenge and response*

The challenge is to support member States in eliminating the long intervals between cycles of the International Comparison Programme, which resulted in unreliable purchasing power parity estimates for the interim periods, the late availability of information for policymaking, a brain drain for skills, which have had to be rebuilt, and a reliance on external funding. As a result, the perception of the actual size of an economy and of its citizens' material prosperity has been subject to distortion.

In response to this, in the development of the 2017 cycle of the International Comparison Programme in Latin America and the Caribbean, first steps were taken to transition the programme to a continuous mode of shorter three-year cycles following a recommendation by the Statistical Commission. In 2018, ECLAC organized several meetings, validated and processed the data submitted by the 35 countries currently participating and planned the timetable for the next cycle. Building on this, for 2020, ECLAC will publish the final results of the 2017 cycle, by which point between 35 and 40 countries of the region are expected to have results available in a more timely

manner. Central to this effort will be the coordinating role of ECLAC, by which the Commission continues to help to develop statistical skills at the national level through the partner institutions responsible for the comprehensive data collection required for the Programme.

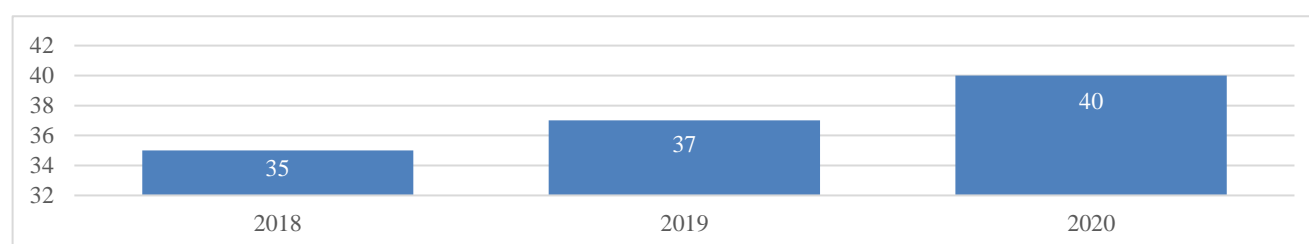
### Result and evidence

The planned deliverables are expected to contribute to the result, which is the more timely availability and reliable time series estimates of purchasing power parity to better measure the size of countries' economies.

Evidence of the result, if achieved, will include at least 40 member States and associate member States implementing the rolling benchmark approach, as shown in the figure below.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: number of member States and associate member States implementing the rolling benchmark*



- 21.97 The following new mandate was entrusted to the subprogramme in 2018: ECLAC resolution 721 (XXXVII) on the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 5. Deliverables for the period 2018–2020

- 21.98 Table 21.10 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.10

### Subprogramme 10: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Substantive services for meetings (number of three-hour meetings)	9	9	18	9
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	4	4	4	4
Seminars, workshops and training events (number of days)	17	17	17	20
Publications (number of publications)	5	5	6	4
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				

**6. Most significant relative variances in deliverables****Variances between the planned figures for 2020 and 2019**

- 21.99 The variance in substantive services for meetings is driven by the fact that the meetings of the Statistical Conference of the Americas are held on a biennial basis and meetings of the Conference are due to be held in 2019.
- 21.100 The variance in seminars, workshops and training events is driven by the addition in 2020 of a new ad hoc expert group meeting on measurement of the Sustainable Development Goals.





## Subprogramme 11

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

#### 1. Objective

- 21.101 The objective, to which this subprogramme contributes, is to strengthen the institutional and technical capacity of the countries in the subregion to formulate evidence-based public policies in the economic, social and environmental fields.

#### 2. Alignment with the Sustainable Development Goals

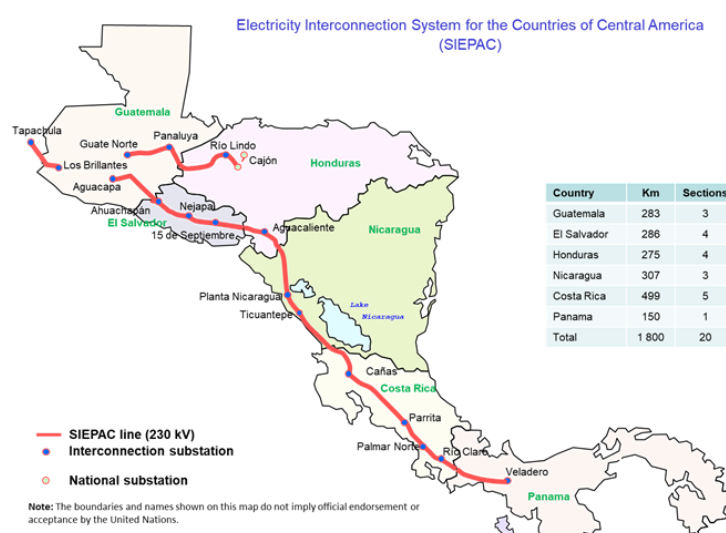
- 21.102 The objective is aligned with Sustainable Development Goal 1 (End poverty in all its forms everywhere), Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), Goal 7 (Ensure access to affordable, reliable, sustainable and modern energy for all), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 10 (Reduce inequality within and among countries), Goal 13 (Take urgent action to combat climate change and its impacts) and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

#### 3. Highlighted result in 2018

### Sustainable energy strategy and road map for Sustainable Development Goal 7 for countries of the Central American Integration System

Since the 1950s, ECLAC has supported the development of the energy sector of the countries of the Central American Integration System (Belize, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and Panama). From the formation of the first energy subcommittee and the first thematic working group to the start-up of the Electricity Interconnection System for the Countries of Central America, developed over a period of around 40 years and completed in 2014, ECLAC has supported successful bilateral and multilateral cooperation processes that have resulted in the development of operational binational and regional electricity interconnections.

ECLAC support has included the area of hydrocarbons. Since the 1970s, ECLAC has provided policy advice to the Central American countries to reduce their vulnerability to oil price shocks. The support provided resulted in the adoption of the emergency plan (2003) and the 2020 sustainable energy strategy (2007). Both agreements have been very useful to the Central American countries in facing the rising price of oil in the period 2003–2013 through the implementation of various multilateral energy cooperation measures.



Electricity Interconnection System for the Countries of Central America.  
 Source: map created by ECLAC on the basis of information provided by the Regional Electric Interconnection Commission

In 2018, ECLAC provided recommendations to, and promoted the approval of regulations of, the sectoral council of energy ministers of the member countries of the Central American Integration System, as well as technical support and capacity-building activities to several institutions in the realm of energy efficiency standards, assessment of energy potential of biomass resources and other related areas. The subprogramme's collaboration with energy ministries led to the update of energy efficiency databases and generated national energy efficiency reports by Costa Rica, Guatemala and Honduras as part of the ECLAC database of energy efficiency indicators.

#### *Result and evidence*

The deliverables contributed to the result, which is strengthened capacity of member countries of the Central American Integration System to formulate sustainable energy policies and strategies.

Evidence of the result includes the approval of the first four regional energy efficiency standards for the member countries, which will contribute to increased energy efficiency not only in terms of energy savings, but also in terms of reductions of greenhouse gas emissions, in line with the commitments derived from the Paris Agreement. Evidence also includes the development, in collaboration with the National Autonomous University of Mexico, of a geospatial system for the assessment of the energy potential of biomass resources in seven member countries that will allow for the identification of geographical areas where it is possible to convert biomass resources into energy (heat or electricity). Evidence also includes the 2030 sustainable energy strategy and the road map for Sustainable Development Goal 7, presented to the System's sectoral council of energy ministers in Belize City, Belize, in December 2018, providing member countries with strategies and estimates for the required investments necessary to achieve the three energy targets of Goal 7.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 21.103 A planned result for 2018, which is strengthened institutional capacity of the countries in the subregion to address economic and social issues, particularly regarding multidimensional equality (including gender, ethnicity and territory) and ending poverty, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased number of governmental institutions in the subregion that considered ECLAC analysis and policy recommendations in the formulation of their respective social and economic national development agendas, particularly those relating to multidimensional equality and ending poverty. In addition, technical assistance provided to the Dominican Republic, El Salvador, Guatemala, Nicaragua and Panama resulted in the construction of national input-output matrices that have been the basis for calculating a wide array of economic indicators highly relevant to the design and assessment of economic policies. Furthermore, the standardization of the input-output matrices of Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama will allow for the preparation of a subregional input-output matrix, which will provide valuable indicators on regional value chains and regional integration as an input for evidence-based decision-making and the definition of strategies on economic policy.

## **4. Highlighted planned result for 2020**

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### **Strengthening institutions for policy coherence within an integrated approach towards implementation of the 2030 Agenda**

In 2018, some national institutions were still facing planning challenges in aligning their plans and strategies with the 2030 Agenda for Sustainable Development and managing their scarce resources to enhance their efforts. Institutions that had already aligned with the 2030 Agenda were developing integral cross-sectional policies or actions with the different stakeholders involved, as well aligning their national budgets in order to accomplish the 17 Sustainable Development Goals.

### Challenge and response

The challenge is to assist in the identification of critical interlinkages between institutional plans and strategies and the 2030 Agenda, and in the development of an integrated coherent set of policies for the implementation of multisectoral strategies towards the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals.

ECLAC has developed a methodology on planning for the implementation of the 2030 Agenda in Latin America and the Caribbean based on the identification of critical nodes and links between the 2030 Agenda and planning instruments.

In response, for 2020, the subprogramme will apply this new methodology to provide tailored technical assistance and capacity-building activities to national institutions, in order to identify focus areas in which these institutions should place their efforts and resources and synergies between their own plans and strategies and the 2030 Agenda, as well as opportunities to work with other sectors and different stakeholders. Specifically, workshops for national officials will be organized, at which the methodology will be presented and support will be provided for its application in their own national context. Technical support will also be provided to national Governments to systematize and analyse the results obtained at the workshops and to provide elements for the elaboration of an implementation strategy.

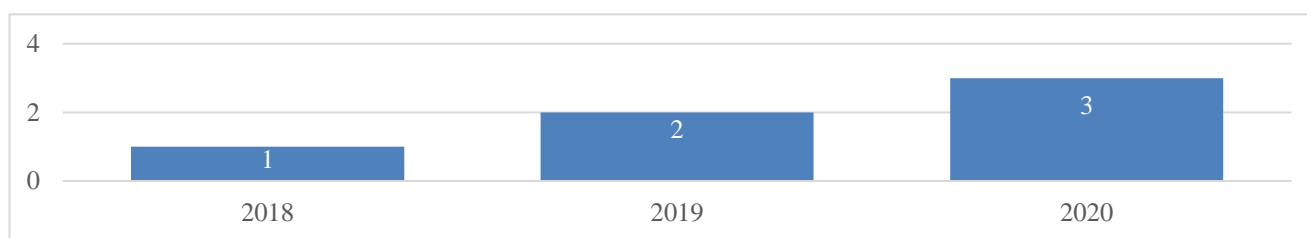
### Result and evidence

The planned deliverables are expected to contribute to the result, which is strengthened capacities to identify the interlinkages between national or subnational planning instruments and the Sustainable Development Goals.

Evidence of the result, if achieved, will include the adoption by three national institutions of plans and strategies in line with the 2030 Agenda and with coherent and articulated cross-sectional policies and multi-stakeholder actions.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: number of national institutions in the subregion that have aligned their plans and strategies with the 2030 Agenda in line with recommendations of the Economic Commission for Latin America and the Caribbean*



- 21.104 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 5. Deliverables for the period 2018–2020

- 21.105 Table 21.11 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.11

**Subprogramme 11: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	11	11	15	15
Publications (number of publications)	10	10	9	10
Technical materials (number of materials)	11	11	11	11
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				

**6. Most significant relative variances in deliverables****Variances between the planned figures for 2020 and 2019**

- 21.106 The variance in publications is driven by the planned issuance of one additional study on energy and climate change for 2020, owing to programmatic requirements.



## Subprogramme 12 Subregional activities in the Caribbean

### 1. Objective

- 21.107 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.

### 2. Alignment with the Sustainable Development Goals

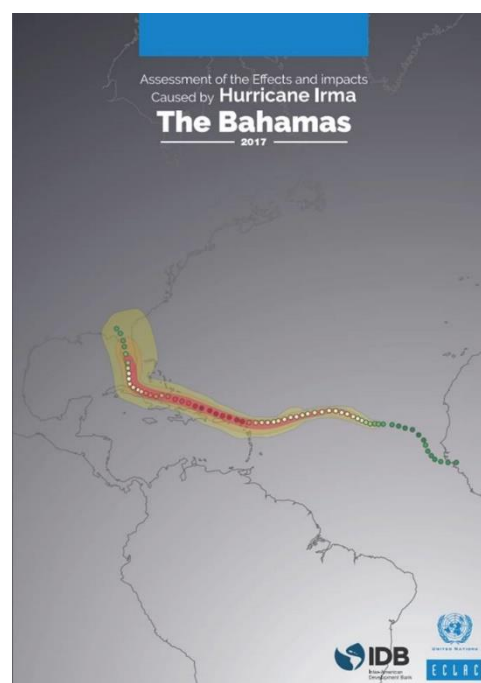
- 21.108 The objective is aligned with Sustainable Development Goal 3 (Ensure healthy lives and promote well-being for all at all ages), Goal 5 (Achieve gender equality and empower all women and girls), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation) and Goal 13 (Take urgent action to combat climate change and its impacts).

### 3. Highlighted result in 2018

#### Damage and loss assessments in the Caribbean

ECLAC has been at the forefront of disaster assessment in Latin America and the Caribbean and in the development and dissemination of the damage and loss assessment methodology globally since 1972. During this time, it has led more than 100 assessments and prepared reports on the economic, social and environmental effects and impacts of disasters in 28 countries in Latin America and the Caribbean. A damage and loss assessment report describes, analyses and estimates the effects of the disaster across several critical sectors. It also allows for quantification of the risk of a disaster and estimates of the financial needs for emergency care and is used as an input to the recovery and reconstruction plans of a country.

In Latin America, disasters tend to be localized, affecting a region or province. In the Caribbean, disasters usually have widespread national impact, with severe repercussions in terms of displacement of the population, finances, economic activity and employment, among other things. Years of valuable social, economic and infrastructure development improvements can be quickly erased as a result of one of these events. This can be further compounded if several occur over a brief period. Since 2000, Caribbean countries have suffered damage and losses estimated at \$125 billion as a result of natural disasters. This has put severe strain on the efforts of Caribbean countries to finance the implementation of the 2030 Agenda for Sustainable Development, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and other global mandates.



*Damage and loss assessment report on the effects of Hurricane Irma on the Bahamas. Source: ECLAC subregional headquarters for the Caribbean*

Over the past four years, the frequency of disasters in the Caribbean has significantly increased. This has resulted in a greater demand for damage and loss assessment missions. The leadership and expertise of ECLAC in the damage and loss assessment methodology was therefore relocated to the subregional headquarters for the Caribbean in Port of Spain in 2015. Since then, ECLAC has conducted 11 missions in support of five of its member countries (Argentina, Bahamas, Belize, Ecuador and Guatemala) and four of its associate members (Anguilla, British Virgin Islands, Sint Maarten and Turks and Caicos Islands). In the case of the Bahamas, ECLAC conducted missions following Hurricanes Joaquin (2015), Matthew (2016) and Irma (2017). The results of the damage and loss assessment reports for the three hurricanes, which projected the average annual cost of these disasters as amounting to \$256 million, were presented by the Government of the Bahamas at the United Nations-organized high-level conference for reconstruction and resilience of the Caribbean Community countries affected by Hurricanes Irma and Maria to sensitize the donor community on the high cost of reconstruction in Caribbean countries and to mobilize resources. In addition, the damage and loss assessment reports were used as an input for the establishment of a contingent credit line for disasters with the Inter-American Development Bank, which was approved. This instrument makes financial resources for emergency assistance available to the Bahamas. The results and recommendations of the reports were utilized not only at the national level, but also by the wider Caribbean community.

From 2016 to 2018, there was growing demand for damage and loss assessments across the region. In response, and in fulfilment of the mandate of the Sendai Framework for Disaster Risk Reduction 2015–2030 to develop greater local capacity, ECLAC both increased awareness and successfully completed training for over 500 government officials and practitioners from 13 countries and four regional organizations on the value and use of the damage and loss assessment methodology.

#### *Result and evidence*

The deliverables contributed to the result, which is enhanced capacity to conduct smaller disaster assessments independently and work in collaboration with local governments in future damage and loss assessment missions, as well as the garnering of greater support and commitment from senior-level government officials in the consideration and incorporation of the damage and loss assessment methodology into policies, measures and actions, thus resulting in improved early warning systems.

Evidence of the result includes the decision of the Government of the Bahamas to implement a mobile technology called “cell broadcast”, which allows for messages to be distributed quickly to all mobile handsets and similar devices within a specific geographical area. This reflects the incorporation of the damage and loss assessment methodology.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 21.109 A planned result for 2018, which is enhanced subregional dialogue, cooperation and collaboration in the Caribbean to articulate and formulate strategic responses to the Sustainable Development Goals and other economic, social and environmental development needs, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased number of Caribbean institutions and other stakeholders engaged in subregional dialogue and/or cooperation and collaboration mechanisms coordinated by ECLAC that advance the economic, social and environmental development of the countries of the subregion. Directors and other senior-level officials responsible for youth affairs from 15 countries and other organizations engaged in a high-level subregional dialogue held in Georgetown on 24 and 25 July 2018 around the issue of youth and development in the Caribbean. During the dialogue, they reviewed the state of youth policies and programmes and the level of youth engagement in the development process in the Caribbean, and identified several major gaps, including the limited role of young people in the implementation of the 2030 Agenda. One recommendation to address this gap was to ensure greater participation of young people in subregional, regional and international forums. As a result, multi-stakeholder efforts are under way to include young people in mechanisms such as the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, the Regional Conference on Women in Latin America and the Caribbean and the Regional Conference on

Population and Development in Latin America and the Caribbean; so far, an item on youth and development has been tentatively included in the agenda of the third meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, to be held in 2019.

#### 4. Highlighted planned result for 2020

##### Identifying and addressing challenges in the implementation of the Sustainable Development Goals

With the 2030 Agenda for Sustainable Development having come into effect on 1 January 2016, ECLAC has been actively providing support to Caribbean countries in positioning them to effectively plan for, implement, follow up and report on the Sustainable Development Goals. Through this engagement, ECLAC has determined that many Caribbean countries do not have a national institutional framework for implementation of the 2030 Agenda, which has implications for the timely attainment of the Goals. Starting in 2018, ECLAC has been promoting national ownership of the Goals as a precondition for the successful implementation of the 2030 Agenda. Two important tools for achieving national ownership are the mainstreaming of the Goals in national development plans and the preparation and presentation of voluntary national reviews to the high-level political forum on sustainable development. While mainstreaming allows for the Goals to be aligned with a country's long-term development strategy, the preparation of a voluntary national review enables a country to engage in self-assessment of the progress made towards the achievement of global Goals, including the identification of the opportunities for and challenges to sustainable development. Therefore, ECLAC is providing technical assistance to six Caribbean countries in the preparation of voluntary national reviews, in addition to offering support for mainstreaming the Goals and other development agendas relating to small island developing States in long-term development planning.

##### *Challenge and response*

The challenge is to support the development of effective institutional mechanisms for the design, implementation, monitoring and measurement of progress of national development plans. The limited availability of such mechanisms presented difficulties for Caribbean member States in establishing a framework for the routine identification of integrated development challenges and for determining appropriate policy responses.

In response, for 2020, the subprogramme expects to enhance the technical capacity of at least five Caribbean countries to perform long-term strategic planning and conduct evidence-based policy analysis for sustainable development. It will achieve this through a series of technical assistance initiatives and workshops focused on the development of long-term national development plans for countries where they are lacking, and through the mainstreaming of the Sustainable Development Goals and the SIDS Accelerated Modalities of Action (SAMOA) Pathway in countries with existing development plans predating the 2030 Agenda. It will also involve national statistical capacity-building in the production and dissemination of official statistics to promote evidence-based policymaking and enhance the capacity of Caribbean countries to produce data for the Sustainable Development Goal indicators.

##### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is strengthened regional institutional capacity of Caribbean countries to comprehensively assess their development challenges and their progress towards the attainment of the Sustainable Development Goals, thus placing them in a stronger position to address the challenges hindering the attainment of the Goals.

Evidence of the result, if achieved, will include the preparation of voluntary national reviews by countries that have benefited from ECLAC capacity-building in this area, for submission to the high-level political forum, as shown in the table below.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Weak regional institutional capacity for the comprehensive assessment of development challenges; voluntary national reviews prepared by three Caribbean countries	Improved regional institutional capacity for the comprehensive assessment of development challenges; voluntary national reviews prepared by at least five Caribbean countries	Strengthened regional institutional capacity for the comprehensive assessment of development challenges; voluntary national reviews prepared by at least eight Caribbean countries

- 21.110 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## 5. Deliverables for the period 2018–2020

- 21.111 Table 21.12 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.12

**Subprogramme 12: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
<b>B. Generation and transfer of knowledge</b>				
Field and technical cooperation projects (number of projects)	1	1	1	1
Seminars, workshops and training events (number of days)	19	19	24	25
Publications (number of publications)	9	9	9	11
Technical materials (number of materials)	8	8	6	6
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				
<b>D. Communication deliverables</b>				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				
Library services				



## **6. Most significant relative variances in deliverables**

### **Variances between the planned figures for 2020 and 2019**

- 21.112    The variance in publications is driven by the *Caribbean Development Report* not being issued in 2019 owing to agenda requirements, and the addition of a new area of research on non-communicable diseases in the Caribbean in 2020.



### Subprogramme 13

#### Support for regional and subregional integration and cooperation processes and organizations

#### 1. Objective

- 21.113 The objective, to which this subprogramme contributes, is to enhance regional and subregional integration processes, to foster their convergence and the participation of the region in interregional and global political dialogues, ensuring that common positions are represented.

#### 2. Alignment with the Sustainable Development Goals

- 21.114 The objective is aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to broaden and strengthen the participation of developing countries in the institutions of global governance.
- 21.115 The objective is also aligned with Sustainable Development Goal 17, which is to strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. Progress towards the attainment of the objective will help to enhance policy coherence for sustainable development; enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries; and encourage and promote effective public, public-private and civil society partnerships.

#### 3. Highlighted result in 2018

##### Strengthened multilateralism

In 2018, amid a complex social, political and economic context in the region, Latin America and the Caribbean strove to maintain a cohesive regional voice in response to global challenges. Despite this complex scenario for multilateralism, the subprogramme continued to work closely with the Community of Latin American and Caribbean States, the Pacific Alliance, the Caribbean Community and the Caribbean Common Market, the Latin American Integration Association, the Southern Common Market, the Latin American and Caribbean Economic System, the Central American Integration System and others.

Using the multilateral spaces provided by ECLAC intergovernmental subsidiary bodies, in particular the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, the subprogramme promoted dialogue and peer learning among the countries of the region by delivering technical and substantive publications that address the specificities of the



*Forum of the Countries of Latin America and the Caribbean on Sustainable Development, Santiago, 18–20 April 2018. Source: ECLAC*

region – characterized by middle-income countries, landlocked developing countries and Caribbean small island developing States – to facilitate debate and agreements and to strengthen the positioning of Latin American and Caribbean countries to participate in interregional and global political dialogues for the implementation of the 2030 Agenda for Sustainable Development.

In 2018, the network for the implementation of the 2030 Agenda and follow-up to the Sustainable Development Goals in Latin America and the Caribbean was established and the second meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development was convened. The meeting highlighted the ever greater importance of the regional dimension, which is crucial for the implementation of the 2030 Agenda. The regional perspective is conveyed to global forums through a regional architecture represented by ECLAC subsidiary bodies.

Additionally, in the intergovernmentally agreed conclusions and recommendations of the meeting, countries recognized that the follow-up and review of the 2030 Agenda at the regional and subregional levels can, as appropriate, provide useful opportunities for peer learning, sharing best practices and discussion on shared targets, and that the Forum is the regional mechanism to follow up and review the implementation of the 2030 Agenda. In line with the multi-stakeholder approach of the 2030 Agenda, the Forum connected its member Governments with the United Nations Sustainable Development Group for Latin America and the Caribbean, enabling integration at the national and regional levels.

#### *Result and evidence*

The deliverables contributed to the result, which is enhanced regional and subregional integration processes and strengthened capacity to participate in global dialogues for the implementation of the 2030 Agenda.

Evidence of the result includes the attendance of more than 1,000 participants at the second meeting of the Forum, including the representation of 28 member States, with more than 160 delegates, 120 representatives from intergovernmental organizations and 230 representatives from around 180 civil society organizations, in line with the multi-stakeholder approach of the 2030 Agenda. In the framework of the second meeting, 39 side events were held, addressing the three dimensions of sustainable development.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- 21.116 A planned result for 2018, which is improved capacity of regional and subregional mechanisms to deepen their integration processes and promote their convergence, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased number of joint activities or initiatives in which various regional and subregional schemes and mechanisms participate to deepen their integration processes and promote their convergence (four joint activities). The subprogramme organized the second meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development and assisted in the preparation of the second annual report on regional progress and challenges in relation to the 2030 Agenda as a contribution to the meeting and to the high-level political forum on sustainable development.

## **4. Highlighted planned result for 2020**

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### **2030 Agenda: a space for regional integration**

In 2018, owing to the political context in the region, some regional and subregional integration mechanisms had lower activity. In some cases, the cancellation of regular meetings resulted in the postponement of the election of pro tempore Chairs and/or Secretaries. Some countries of the region suspended their membership altogether.

#### *Challenge and response*

The challenge is to generate opportunities for reciprocal action that foster trust and formalize relations between countries and to accompany them in adopting multilateral agreements, and to ensure that common positions of the region are represented in interregional and global political dialogues.

In response, for 2020, the subprogramme will provide support to subregional and regional organizations through the servicing of meetings and the provision of political advisory services to reduce regional asymmetries, promote sustainable development and coordinate with existing instances of cooperation in the region, and the promotion of South-South cooperation initiatives for the achievement of the Sustainable Development Goals. Through its technical and substantive publications, which contain qualitative and quantitative information, the subprogramme will contribute to decision-making and the construction of intraregional agreements that will contribute to joint regional positions in multilateral forums and global conferences, including the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, which will initiate the next implementation cycle. In this context, the Forum will consolidate its role as a space for multi-stakeholder interaction between the Governments of the region and the United Nations agencies, funds and programmes.

#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is the implementation of the 2030 Agenda in Latin America and the Caribbean, taking into account the economic demographics of the region, which comprises middle-income countries, landlocked developing countries, small island developing States and Haiti, which is the only least developed country in the region.

Evidence of the result, if achieved, will include peer learning, the sharing of best practices and discussion on shared targets for the regional implementation of the 2030 Agenda within the space of the Forum, facilitated by the annual reports, which will also serve as an input to the high-level political forum on sustainable development, as shown in the table below.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

#### *Performance measures*

2018	2019	2020
Best practices and shared targets on regional progress and challenges in relation to the implementation of the 2030 Agenda were discussed at the second meeting of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, with the contributions from the second annual report on the implementation of the 2030 Agenda prepared by ECLAC providing a basis	End of cycle peer review and sharing of best practices within the space of the third meeting of the Forum will be supported by the quadrennial report prepared jointly by ECLAC and the United Nations Sustainable Development Group for Latin America and the Caribbean, reflecting increased collaboration	Third annual report on progress and challenges will allow for the identification of best practices and lessons learned during the previous cycle, and will support the discussions of the fourth meeting of the Forum as a new implementation cycle begins

- 21.117 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

## **5. Deliverables for the period 2018–2020**

- 21.118 Table 21.13 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 21.13

**Subprogramme 13: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	5	5	2	5
Substantive services for meetings (number of three-hour meetings)	25	25	10	25
<b>B. Generation and transfer of knowledge</b>				
Seminars, workshops and training events (number of days)	7	7	6	7
Publications (number of publications)	4	4	2	3
Technical materials (number of materials)	3	3	3	3
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				

*Note:* As a transitional measure, some deliverables that are of a cross-cutting nature and to which all ECLAC subprogrammes contribute, which in the biennium 2018–2019 were reported under executive direction and management, namely, the biennial sessions of the Commission, the meetings of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development and main documents presented to those meetings, are reported in the programme plan for 2020 under subprogramme 13, even though financial resources and their implementation are not under the purview of the subprogramme.

## 6. Most significant relative variances in deliverables

### Variances between the planned figures for 2020 and 2019

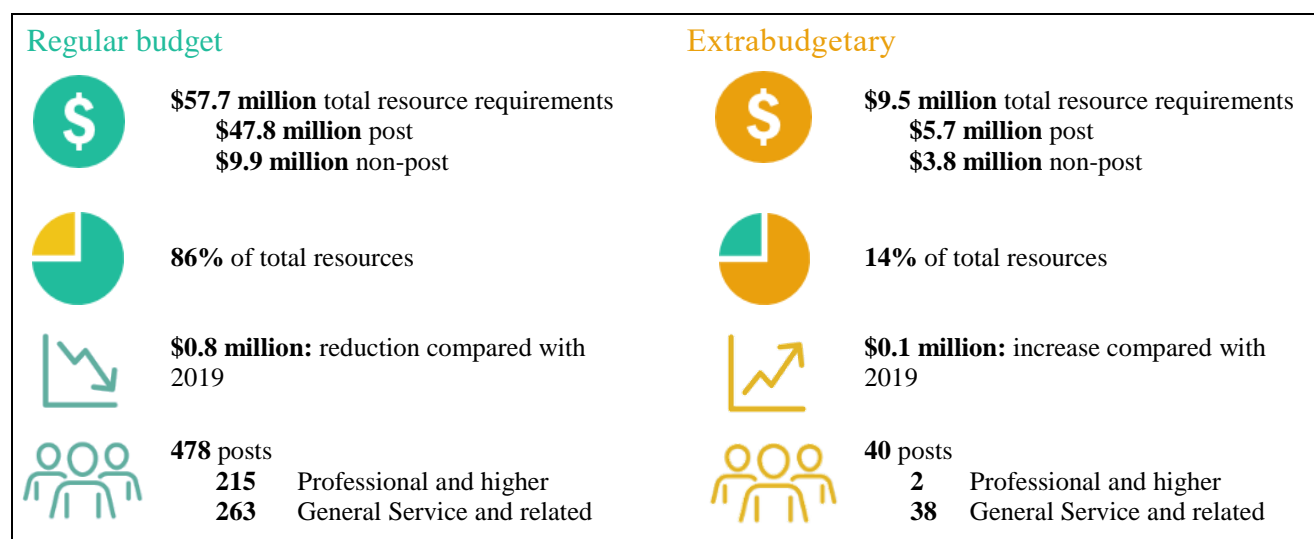
- 21.119 The variance in parliamentary documentation is driven by the increase in the number of documents for the session of the Commission, owing to the fact that the thirty-eighth session of the Commission will be held in 2020. Sessions of the Commission are usually held on a biennial basis.
- 21.120 The variance in substantive services for meetings is driven by the meetings of the thirty-eighth session of the Commission, which will be held in 2020.
- 21.121 The variance in publications is driven by an additional publication in 2020 relating to the studies on the integration of regional and subregional organizations and processes, including South-South cooperation, owing to programmatic priorities.

## B. Proposed post and non-post resource requirements for 2020

### Overview

21.122 The total resource requirements for 2020, comprising the regular budget and projected extrabudgetary resources, are reflected in figure 21.II and table 21.14.

Figure 21.II  
2020 in numbers



Note: Estimates before recosting.

Table 21.14

### Overview of financial and post resources by component, subprogramme and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate (before recosting)	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
<b>Financial resources</b>									
Polymaking organs	821.1	821.1	—	—	—	—	821.1	821.1	—
Executive direction and management	4 031.6	3 975.8	(55.8)	440.0	430.0	(10.0)	4 471.6	4 405.8	(65.8)
Programme of work									
1. Linkages with the global economy, integration and regional cooperation	3 082.3	3 279.5	197.2	330.0	350.0	20.0	3 412.3	3 629.5	217.2
2. Production and innovation	2 821.9	2 523.9	(298.0)	1 300.0	1 400.0	100.0	4 121.9	3 923.9	(198.0)
3. Macroeconomic policies and growth	4 226.7	4 260.7	34.0	950.0	950.0	—	5 176.7	5 210.7	34.0
4. Social development and equality	2 128.1	1 991.8	(136.3)	600.0	700.0	100.0	2 728.1	2 691.8	(36.3)
5. Mainstreaming the gender perspective in regional development	1 062.2	1 186.0	123.8	650.0	650.0	—	1 712.2	1 836.0	123.8
6. Population and development	1 797.9	1 774.3	(23.6)	220.0	250.0	30.0	2 017.9	2 024.3	6.4
7. Sustainable development and human settlements	2 193.9	2 269.7	75.8	1 400.0	1 000.0	(400.0)	3 593.9	3 269.7	(324.2)

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

	<i>Regular budget</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
8. Natural resources and infrastructure	2 156.0	2 055.8	(100.2)	250.0	300.0	50.0	2 406.0	2 355.8	(50.2)
9. Planning and public management for development	1 251.8	1 251.8	–	1 200.0	1 200.0	–	2 451.8	2 451.8	–
10. Statistics	2 927.9	2 925.9	(2.0)	475.0	500.0	25.0	3 402.9	3 425.9	23.0
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	4 255.4	4 482.1	226.7	650.0	650.0	–	4 905.4	5 132.1	226.7
12. Subregional activities in the Caribbean	4 267.5	4 199.3	(68.2)	100.0	150.0	50.0	4 367.5	4 349.3	(18.2)
13. Support for regional and subregional integration and cooperation processes and organizations	599.2	599.2	–	–	–	–	599.2	599.2	–
<b>Subtotal, programme of work</b>	<b>32 770.8</b>	<b>32 800.0</b>	<b>29.2</b>	<b>8 125.0</b>	<b>8 100.0</b>	<b>(25.0)</b>	<b>40 895.8</b>	<b>40 900.0</b>	<b>4.2</b>
Programme support	20 826.0	20 102.0	(724.0)	900.0	1 000.0	100.0	21 726.0	21 102.0	(624.0)
<b>Total</b>	<b>58 449.5</b>	<b>57 698.9</b>	<b>(750.6)</b>	<b>9 465.0</b>	<b>9 530.0</b>	<b>65.0</b>	<b>67 914.5</b>	<b>67 228.9</b>	<b>(685.6)</b>
<b>Post resources</b>									
Executive direction and management	32	32	–	2	2	–	34	34	–
Programme of work									
1. Linkages with the global economy, integration and regional cooperation	25	26	1	–	–	–	25	26	1
2. Production and innovation	22	20	(2)	3	3	–	25	23	(2)
3. Macroeconomic policies and growth	35	35	–	6	3	(3)	41	38	(3)
4. Social development and equality	17	16	(1)	4	4	–	21	20	(1)
5. Mainstreaming the gender perspective in regional development	8	9	1	–	3	3	8	12	4
6. Population and development	16	16	–	–	1	1	16	17	1
7. Sustainable development and human settlements	17	18	1	3	2	(1)	20	20	–
8. Natural resources and infrastructure	18	17	(1)	–	–	–	18	17	(1)
9. Planning and public management for development	12	12	–	9	10	1	21	22	1
10. Statistics	27	27	–	2	1	(1)	29	28	(1)
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	45	49	4	2	3	1	47	52	5
12. Subregional activities in the Caribbean	37	36	(1)	1	2	1	38	38	–
13. Support for regional and subregional integration and cooperation processes and organizations	4	4	–	–	–	–	4	4	–
<b>Subtotal, programme of work</b>	<b>283</b>	<b>285</b>	<b>2</b>	<b>30</b>	<b>32</b>	<b>2</b>	<b>313</b>	<b>317</b>	<b>4</b>
Programme support	166	161	(5)	8	6	(2)	174	167	(7)
<b>Total</b>	<b>481</b>	<b>478</b>	<b>(3)</b>	<b>40</b>	<b>40</b>	<b>–</b>	<b>521</b>	<b>518</b>	<b>(3)</b>

## Overview of resources for the regular budget

21.123 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, are reflected in tables 21.15 to 21.17. The proposals reflect reductions that were made possible, in part, by the redistribution of work; the review and rationalization of contracts, services, supplies and materials, including the digital distribution of non-flagship documents and the discontinuation of contractual arrangements for messenger services and supplies and materials; a review of non-post expenditures in national offices; and the extension of the useful life of information technology equipment. Further details are provided under the respective components. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 21.15

### Evolution of financial resources by component and main category of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Component</b>										
Policymaking organs	775.1	821.1	—	—	—	—	—	821.1	19.7	840.8
Executive direction and management	4 088.1	4 031.6	—	—	(55.8)	(55.8)	(1.4)	3 975.8	154.2	4 130.0
Programme of work	32 853.5	32 770.8	—	—	29.2	29.2	0.1	32 800.0	1 346.4	34 146.4
Programme support	19 733.9	20 826.0	(231.7)	—	(492.3)	(724.0)	(3.5)	20 102.0	714.7	20 816.7
<b>Total</b>	<b>57 450.5</b>	<b>58 449.5</b>	<b>(231.7)</b>	<b>—</b>	<b>(518.9)</b>	<b>(750.6)</b>	<b>(1.3)</b>	<b>57 698.9</b>	<b>2 235.0</b>	<b>59 933.9</b>
<b>Main category of expenditure</b>										
Post	48 859.6	48 089.1	—	—	(264.6)	(264.6)	(0.6)	47 824.5	1 982.5	49 807.0
Non-post	8 591.0	10 360.4	(231.7)	—	(254.3)	(486.0)	(4.7)	9 874.4	252.5	10 126.9
<b>Total</b>	<b>57 450.5</b>	<b>58 449.5</b>	<b>(231.7)</b>	<b>—</b>	<b>(518.9)</b>	<b>(750.6)</b>	<b>(1.3)</b>	<b>57 698.9</b>	<b>2 235.0</b>	<b>59 933.9</b>

Table 21.16

### Evolution of established post resources by category

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
<b>Professional and higher</b>						
USG	1	—	—	—	1	—
D-2	2	—	—	1	3	1
D-1	13	—	—	(1)	12	(1)
P-5	31	—	—	—	31	—
P-4	60	—	—	—	60	—
P-3	60	—	—	—	60	—
P-2/1	47	—	—	(2)	45	(2)
<b>Subtotal</b>	<b>214</b>		—	<b>(2)</b>	<b>212</b>	<b>(2)</b>



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

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
<b>General Service</b>						
Other level	4	–	–	–	4	–
<b>Subtotal</b>	<b>4</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>4</b>	<b>–</b>
<b>Other</b>						
National Professional Officer	3	–	–	–	3	–
Local level	257	–	–	(1)	256	(1)
<b>Subtotal</b>	<b>260</b>	<b>–</b>	<b>–</b>	<b>(1)</b>	<b>259</b>	<b>(1)</b>
<b>Total</b>	<b>478</b>	<b>–</b>	<b>–</b>	<b>(3)</b>	<b>475</b>	<b>(3)</b>

*Note:* The breakdown of post changes by component, subprogramme and post level is provided in annex II.

*Abbreviation:* USG, Under-Secretary-General.

Table 21.17

**Evolution of temporary post resources by category**

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
<b>Professional and higher</b>						
P-4	1	–	–	–	1	–
P-3	2	–	–	–	2	–
<b>Total</b>	<b>3</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>3</b>	<b>–</b>

**Policymaking organs**

21.124 Tables 21.18 and 21.19 and figure 21.III provide information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 21.18  
**Policymaking organs**

	<i>Mandate</i>	<i>Description</i>	<i>Membership</i>		<i>Number of sessions in 2020</i>	<i>Resource requirements (thousands of United States dollars)</i>	
			<i>Governments</i>	<i>Experts</i>		<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>
Session of the Economic Commission for Latin America and the Caribbean	Economic and Social Council resolution 106 (VI)	The session is the most important biennial meeting of the Economic Commission for Latin America and the Caribbean (ECLAC). It serves as a forum for the consideration of pressing development issues for the countries of the region, as well as an opportunity to review the progress of the Commission's work. The session also enables the Governments of member States to examine the secretariat's report on the Commission's activities and thus apprise themselves of the work accomplished by ECLAC during the two preceding years. Furthermore, through the programme of work that they adopt and the calendar of conferences they approve, the Governments also define the mandates that will guide the Commission's work in the future	60	–	1: Thirty-eighth session	320.5	320.5
Caribbean Development and Cooperation Committee	ECLAC resolution 358 (XVI) and constituent declaration, functions and rules of procedure of the Committee (E/CEPAL/1022)	The Committee was established to promote and strengthen economic and social cooperation and integration among the countries of the Caribbean and to promote cooperation between them and the countries and integration processes of Latin America and the Caribbean	29	–	1: Twenty-eighth session	93.0	93.0
Conference on Science, Innovation and Information and Communications Technologies	ECLAC resolution 672 (XXXIV) and Economic and Social Council resolution 2012/35	The Conference's objectives include promoting the development and improvement of national policies on science, technology and innovation and those relating to the progress of the information and knowledge society	60	–	1: Third session	89.9	89.9
Regional Conference on Population and Development in Latin America and the Caribbean	Agreement 1 of the ECLAC Ad Hoc Committee on Population and Development	In 2012, pursuant to ECLAC resolution 670 (XXXIV), the Ad Hoc Committee on Population and Development of ECLAC was renamed the Regional Conference on Population and Development in Latin America and the Caribbean. It focuses on monitoring and reviewing issues relating to population and development, international migration, indigenous peoples and Afrodescendent populations, and ageing	60	–	1: Fourth session	86.2	86.2

	<i>Mandate</i>	<i>Description</i>	<i>Membership</i>		<i>Number of sessions in 2020</i>	<i>Resource requirements (thousands of United States dollars)</i>	
			<i>Governments</i>	<i>Experts</i>		<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>
Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean	ECLAC resolution 682 (XXXV) and Economic and Social Council resolution <a href="#">2014/32</a>	The Conference's objectives include promoting 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	60	–	1: Fourth meeting	33.8	33.8
Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean	Decision adopted on 21 November 1977 by the Committee of the Whole at its eleventh extraordinary session	The first Regional Conference on the Integration of Women into the Economic and Social Development of Latin America and the Caribbean was held in Havana in 1977. Since then, the Conference has met periodically at intervals of no more than three years, to review the regional and subregional situation with regard to women's autonomy and rights, to put forward recommendations on public policies on gender equality, to undertake periodic assessments of the activities carried out in fulfilment of regional and international agreements and to serve 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	60	–	2: Sixtieth and sixty-first meetings	35.4	35.4
Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning	ECLAC resolution 340 (AC.66), adopted by the Committee of the Whole at its eighth extraordinary session	Established in 1975 as a technical committee, the 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	33	–	1: Twenty-eighth meeting	28.7	28.7
Executive Committee of the Statistical Conference of the Americas	ECLAC resolution 580 (XVIII) and Economic and Social Council resolution 2000/7	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	60	–	1: Nineteenth meeting	31.8	31.8

	<i>Mandate</i>	<i>Description</i>	<i>Membership</i>			<i>Resource requirements (thousands of United States dollars)</i>	
			<i>Governments</i>	<i>Experts</i>	<i>Number of sessions in 2020</i>	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>
Central American Economic Cooperation Committee	ECLAC resolution 9 (IV)	The Committee serves as a consultative and advisory forum for Central American integration	7	–	–	5.2	5.2
Ministerial Conference on the Information Society in Latin America and the Caribbean	ECLAC resolution 610 (XXX)	A regional dialogue was launched in 2000 on the information and knowledge society in Latin America and the Caribbean, in which countries affirmed their willingness to design and implement programmes for access to and use of information and communications technology (ICT). In 2005, the Regional Preparatory Ministerial Conference of Latin America and the Caribbean for the second phase of the World Summit on the Information Society was held in Rio de Janeiro, Brazil. On that occasion, the first version of the Plan of Action for the Information Society in Latin America and the Caribbean (eLAC 2007) was approved as a regional vision and a political commitment to reduce the digital divide. The Conference's main objective is to design and implement programmes for access to and use of ICT in the region	60	–	1: Seventh session	87.2	87.2
Committee of High-level Government Experts	ECLAC resolution 310 (XIV)	The Committee acts as a forum for analysing the factors involved in implementing and evaluating the objectives of the International Development Strategy in Latin America (ECLAC resolution 310 (XIV), para. 5)	33	–	1: Twenty-third session	5.2	5.2
Committee on South-South Cooperation	General Assembly resolution 58/220 and ECLAC resolution 611 (XXX)	The mandate of this subsidiary body derives from General Assembly resolution 58/220 on economic and technical cooperation among developing countries, in which the Assembly urged countries to intensify South-South cooperation, and led to the creation of the ECLAC Committee on Cooperation among Developing Countries and Regions. Subsequently, pursuant to ECLAC resolution 611 (XXX), that Committee changed its name to the Committee on South-South Cooperation. One of the Committee's main objectives is to strengthen international cooperation for development, including South-South, North-South, triangular and multilateral cooperation	60	–	1: within the framework of the session of the Commission	4.2	4.2
<b>Total</b>						<b>821.1</b>	<b>821.1</b>

- 21.125 The proposed regular budget resources for 2020 amount to \$821,100 and reflect no resource change compared with the appropriation for 2019. The resources would provide for the servicing of the meetings of ECLAC intergovernmental bodies. Additional details are reflected in table 21.19 and figure 21.III.

Table 21.19

**Policymaking organs: evolution of financial resources**

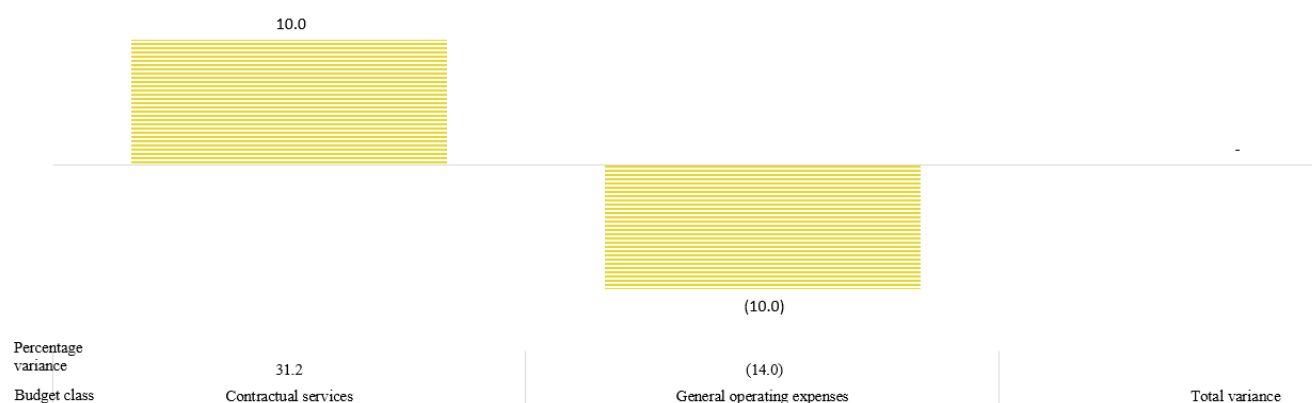
(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes				Percentage	Total (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total		
Non-post	775.1	821.1	–	–	–	–	–	821.1

Figure 21.III

**Policymaking organs: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



- 21.126 The proposed changes reflect the redeployment of resources within the component on a cost-neutral basis to better support its operational requirements for 2020.

**Executive direction and management**

- 21.127 The Executive Secretary, at the Under-Secretary-General level, is responsible for the overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work. She is responsible for the coordination of the preparation of the institutional document on the main substantive topics to be 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 also 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, convened annually under the auspices of ECLAC. The Executive Secretary is assisted by the Deputy Executive Secretary (D-2).
- 21.128 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 for Sustainable Development, including the Sustainable Development Goals, and the Addis Ababa Action Agenda, as well as the mainstreaming of cross-cutting issues, such as gender and

sustainability perspectives, throughout ECLAC substantive programmes. 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. The Office includes the Office of the secretariat 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.

- 21.129 The Programme Planning and Operations Division, headed by the Deputy Executive Secretary for Management (D-2), will continue to provide overall coordination, guidance and advice to the ECLAC subprogramme managers with respect to the formulation of the proposed annual programme plan and priorities and its revisions; the preparation of 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; and the preparation of the annual proposed programme budget and subsequent reports. The Division also monitors the implementation of the work programme and coordinates, organizes and reports on the implementation of the ECLAC evaluation plan. Additionally, the Deputy Executive Secretary for Management carries out duties as Director of Management in the coordination and oversight of management and programme support functions. The incumbent oversees programme support activities at ECLAC and is responsible for administrative functions both at ECLAC headquarters in Santiago and in the ECLAC subregional and national offices.
- 21.130 The Division will continue to: (a) monitor and evaluate the implementation of the programme of work, including the mandatory self-assessment exercise and discretionary internal evaluations; (b) enhance the evaluation work by undertaking selected project, subprogramme and thematic evaluations according to the risks and needs of the organization; (c) carry out budget planning following the results-based budgeting methodology and further expand the results-based management practices of ECLAC; and (d) coordinate and provide guidance and supervision for the ECLAC technical cooperation programme and the relevant fundraising activities, carried out in the Project Management Unit.
- 21.131 The Public Information Unit at ECLAC headquarters is a component of executive direction and management. The Unit is accountable to the Executive Secretary and works in close coordination with the Department of Global Communications of the Secretariat.
- 21.132 In accordance with the 2030 Agenda for Sustainable Development, 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](#), the Commission is integrating environmental management practices into its operations. In 2018 a highlighted result is the drilling of a new water well for water usage and the installation of a complete water flow system, placed throughout the gardens at the headquarters compound, to optimize water irrigation and landscaping, which reduces water consumption. By the end of 2020, the Commission is expected to work towards water well optimization through water sanitization, chlorination and recirculation, making it safe for drinking. ECLAC has included within its strategic capital review plan for its premises a plan to provide a “net zero” building and put in place an overall water management strategy, as well as considering advanced industry technology for partial upgrades to keep to its target on reducing energy consumption while improving environmental and functional working conditions. Recognizing that increasing staff responsiveness on environmentally sound management practices and initiatives, as well as monitoring and reporting, is very important, the Commission is raising awareness on air travel impacts and meetings’ logistics, as well as on effective waste segregation and energy and water consumption. ECLAC therefore will seek to minimize the climate impact of future meetings and events and in-house operations. Measures to be taken include reducing and mitigating the environmental impact of conferences and meetings over the course of 2020, putting into practice several initiatives to lead by example by increasing energy efficiency, reducing bottled water consumption and the use of paper and minimizing waste. Finally, the most comprehensive objective is to implement an inclusive local environmental policy embracing the operational side along with the work performed through several of the Commission’s substantive divisions relating to

sustainable development programmes within the region, which actively raise awareness and assist member States in implementing policies and practices through technical cooperation.

- 21.133 The executive direction and management component is expected to achieve its intended results on the assumptions that: (a) regional, subregional and national counterparts continue to commit to and prioritize regional collaboration on socioeconomic development issues; and (b) entities within the United Nations system remain committed and allocate adequate resources to enhancing system-wide policy coherence.
- 21.134 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 21.20.

Table 21.20  
**Compliance rate**  
(Percentage)

	<i>Planned 2018</i>	<i>Actual 2018</i>	<i>Planned 2019</i>	<i>Planned 2020</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	46	60	65

- 21.135 The proposed regular budget resources for 2020 amount to \$3,975,800 and reflect a net decrease of \$55,800 compared with the appropriation for 2019. Additional details are reflected in figures 21.IV to 21.VI and table 21.21.

Figure 21.IV  
**Resources for executive direction and management as a percentage of the regular budget**  
(Millions of United States dollars)

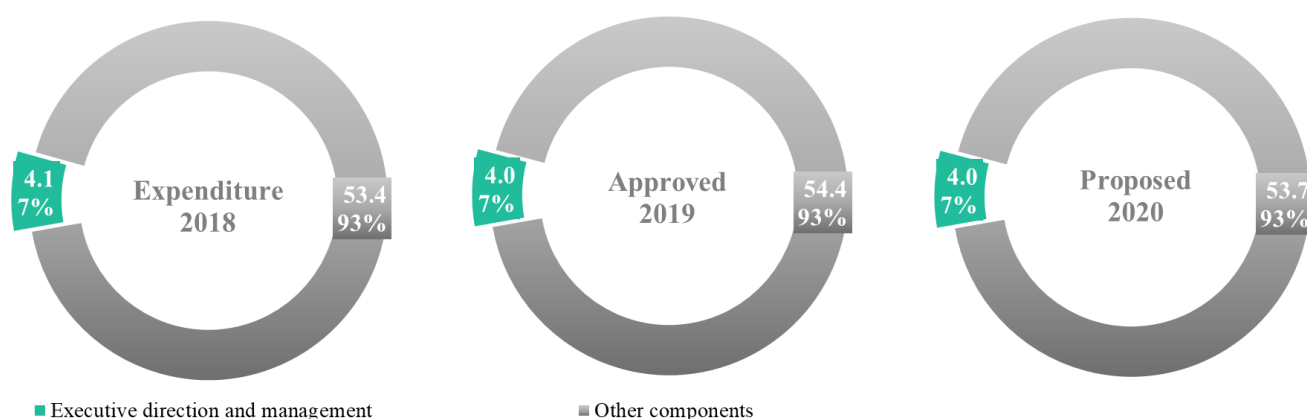


Table 21.21

**Executive direction and management: evolution of financial and post resources**

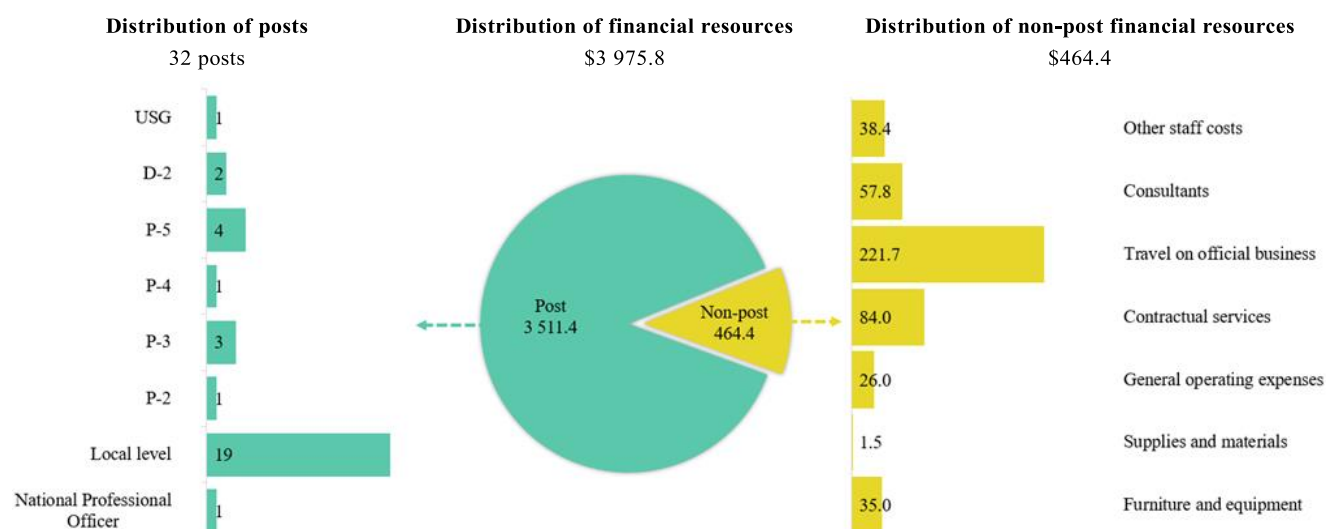
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 710.9	3 511.4	—	—	—	—	—	3 511.4
Non-post	377.2	520.2	—	—	(55.8)	(55.8)	(10.7)	464.4
Total	4 088.1	4 031.6	—	—	(55.8)	(55.8)	(1.4)	3 975.8
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		20	—	—	—	—	—	20
Total		32	—	—	—	—	—	32

Figure 21.V

**Executive direction and management: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)

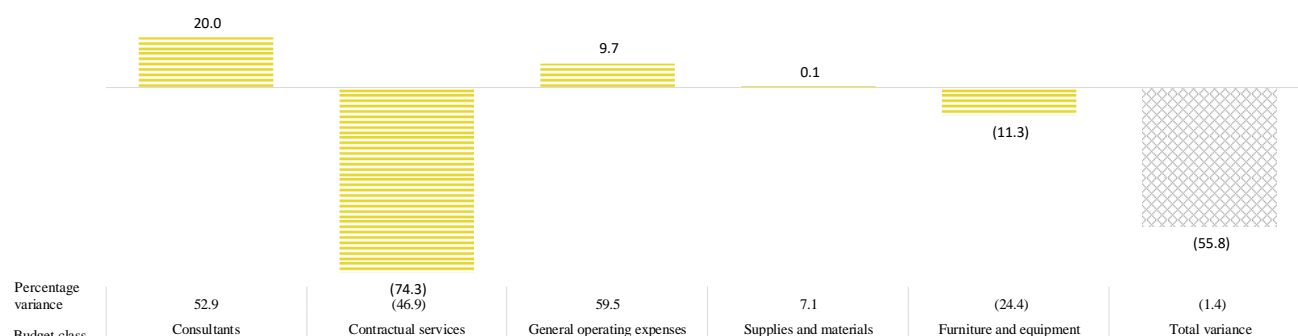


Abbreviation: USG, Under-Secretary-General.



Figure 21.VI  
Executive direction and management: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



21.136 The variance of \$55,800 reflects:

**Other changes.** The net decrease of \$55,800 relates to decreased requirements for contractual services and furniture and equipment (\$85,600), offset in part by increased requirements for consultants, general operating expenses and supplies and materials (\$29,800).

21.137 The component is supported by extrabudgetary resources, estimated at \$430,000, as reflected in table 21.14. The resources would provide for two posts and related non-post requirements to supplement the work of the component. The decrease of \$10,000 compared with the estimates for 2019 reflects variances in forecasted extrabudgetary expenditures.

### Programme of work

21.138 The proposed regular budget resources for 2020 amount to \$32,800,000 and reflect a net increase of \$29,200 compared with the appropriation for 2019. Additional details are reflected in figures 21.VII and 21.VIII and table 21.22.

Figure 21.VII  
Resources for the programme of work as a percentage of the regular budget

(Millions of United States dollars)

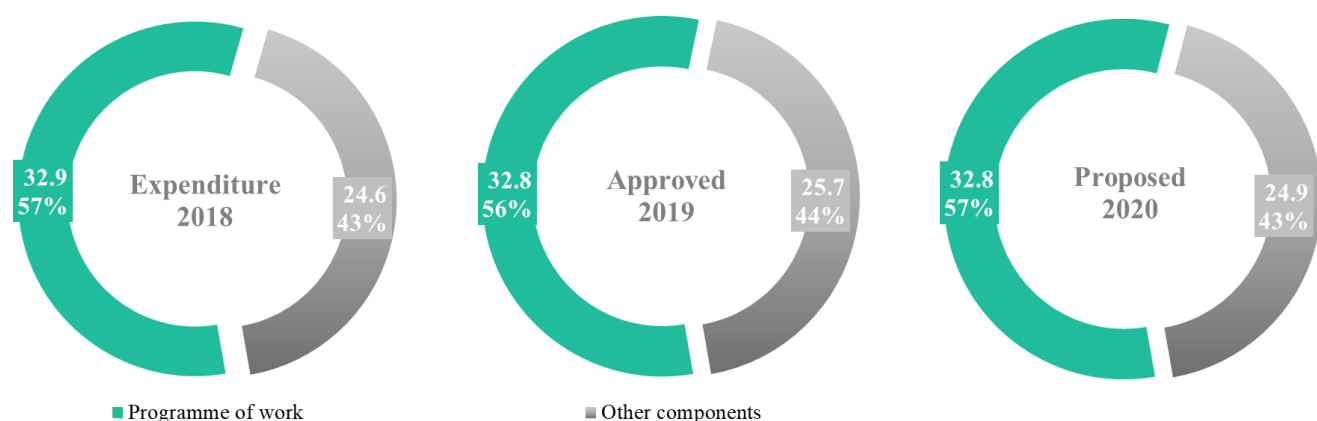


Table 21.22

**Programme of work: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

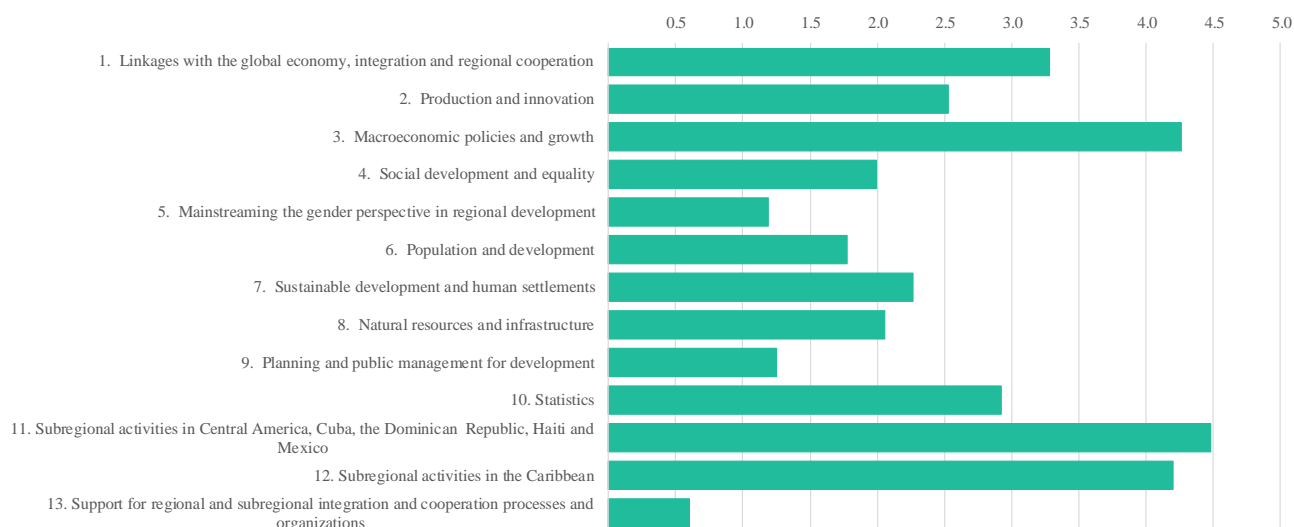
	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Financial resources by subprogramme									
1. Linkages with the global economy, integration and regional cooperation	3 465.4	3 082.3	—	—	197.2	197.2	6.4	3 279.5	
2. Production and innovation	2 917.7	2 821.9	—	—	(298.0)	(298.0)	(10.6)	2 523.9	
3. Macroeconomic policies and growth	3 979.3	4 226.7	—	—	34.0	34.0	0.8	4 260.7	
4. Social development and equality	2 245.1	2 128.1	—	—	(136.3)	(136.3)	(6.4)	1 991.8	
5. Mainstreaming the gender perspective in regional development	1 141.2	1 062.2	—	—	123.8	123.8	11.7	1 186.0	
6. Population and development	1 782.6	1 797.9	—	—	(23.6)	(23.6)	(1.3)	1 774.3	
7. Sustainable development and human settlements	2 005.7	2 193.9	—	—	75.8	75.8	3.5	2 269.7	
8. Natural resources and infrastructure	2 194.6	2 156.0	—	—	(100.2)	(100.2)	(4.6)	2 055.8	
9. Planning and public management for development	1 034.3	1 251.8	—	—	—	—	—	1 251.8	
10. Statistics	2 958.7	2 927.9	—	—	(2.0)	(2.0)	(0.1)	2 925.9	
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	4 484.4	4 255.4	—	—	226.7	226.7	5.3	4 482.1	
12. Subregional activities in the Caribbean	4 159.5	4 267.5	—	—	(68.2)	(68.2)	(1.6)	4 199.3	
13. Support for regional and subregional integration and cooperation processes and organizations	485.0	599.2	—	—	—	—	—	599.2	
Total	32 853.5	32 770.8	—	—	29.2	29.2	0.1	32 800.0	
Financial resources by main category of expenditure									
Post	31 198.5	30 678.3	—	—	33.9	33.9	0.1	30 712.2	
Non-post	1 655.0	2 092.5	—	—	(4.7)	(4.7)	(0.2)	2 087.8	
Total	32 853.5	32 770.8	—	—	29.2	29.2	0.1	32 800.0	

**Post resources by subprogramme**

1. Linkages with the global economy, integration and regional cooperation	25	—	—	1	1	4.0	26
2. Production and innovation	22	—	—	(2)	(2)	(9.1)	20
3. Macroeconomic policies and growth	35	—	—	—	—	—	35
4. Social development and equality	17	—	—	(1)	(1)	(5.9)	16
5. Mainstreaming the gender perspective in regional development	8	—	—	1	1	12.5	9
6. Population and development	16	—	—	—	—	—	16
7. Sustainable development and human settlements	17	—	—	1	1	5.9	18
8. Natural resources and infrastructure	18	—	—	(1)	(1)	(5.6)	17
9. Planning and public management for development	12	—	—	—	—	—	12

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
10. Statistics		27	–	–	–	–	–	27
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico		45	–	–	4	4	8.9	49
12. Subregional activities in the Caribbean		37	–	–	(1)	(1)	(2.7)	36
13. Support for regional and subregional integration and cooperation processes and organizations		4	–	–	–	–	–	4
<b>Total</b>		<b>283</b>	<b>–</b>	<b>–</b>	<b>2</b>	<b>2</b>	<b>0.7</b>	<b>285</b>

Figure 21.VIII  
**Distribution of proposed resources for 2020 by subprogramme**  
(Millions of United States dollars)



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

- 21.139 The proposed regular budget resources for 2020 amount to \$3,279,500 and reflect a net increase of \$197,200 compared with the appropriation for 2019. Additional details are reflected in table 21.23 and figures 21.IX and 21.X.

Table 21.23

**Subprogramme 1: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 313.7	2 908.7	—	—	197.8	197.8	6.8	3 106.5
Non-post	151.7	173.6	—	—	(0.6)	(0.6)	(0.3)	173.0
Total	3 465.4	3 082.3	—	—	197.2	197.2	6.4	3 279.5
Post resources by category								
Professional and higher		16	—	—	1	1	6.3	17
General Service and related		9	—	—	—	—	—	9
Total		25	—	—	1	1	4.0	26

Figure 21.IX

**Subprogramme 1: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)

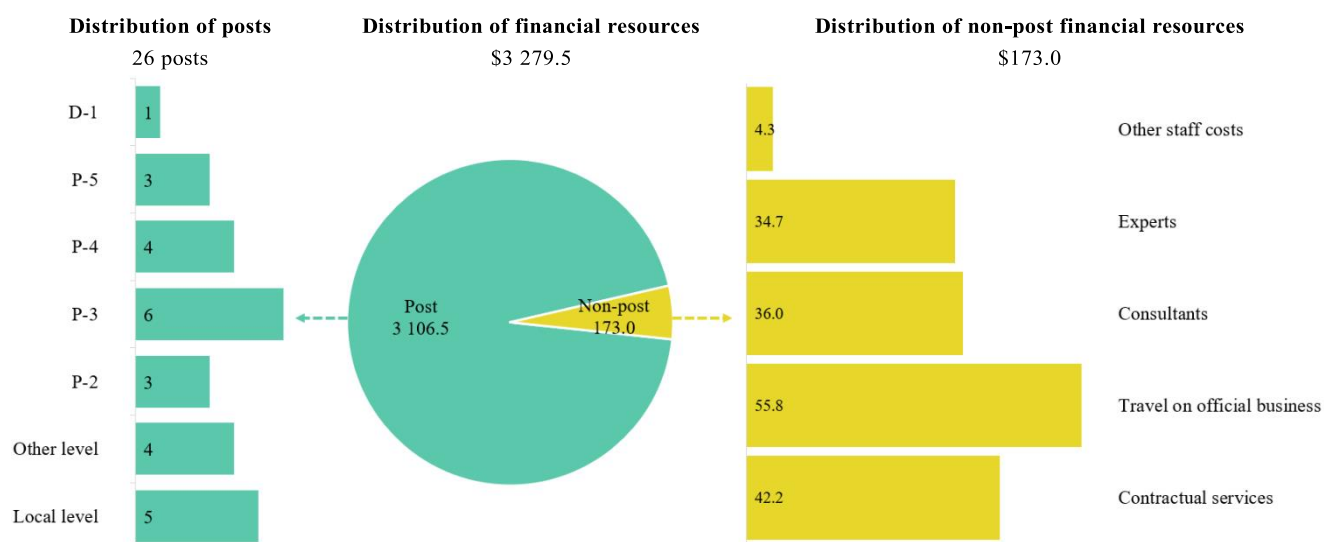
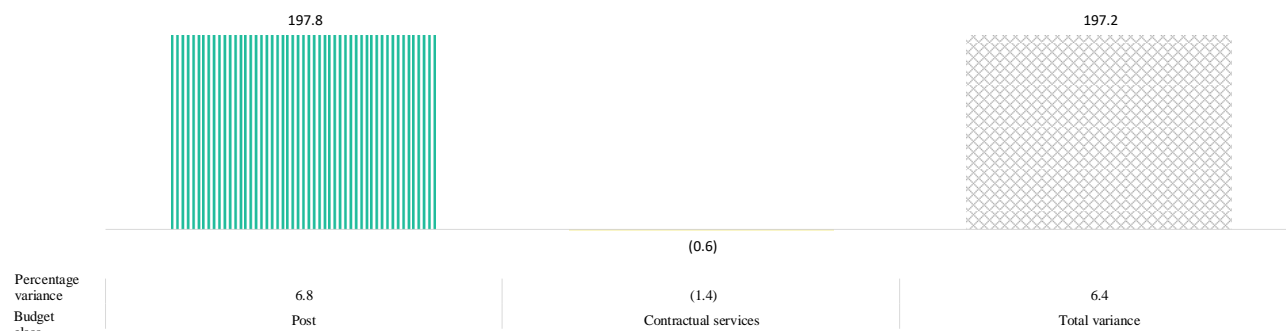


Figure 21.X

### Subprogramme 1: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



21.140 The variance of \$197,200 reflects:

**Other changes.** The net increase of \$197,200 relates to the proposed inward redeployment of one post of Senior Economic Affairs Officer (P-5) and one post of Economic Affairs Officer (P-3) from subprogramme 2 (\$298,000), offset in part by the outward redeployment of one post of Associate Administrative Officer (P-2) to subprogramme 6 (\$100,200); and to decreased requirements for contractual services (\$600).

21.141 The subprogramme is supported by extrabudgetary resources estimated at \$350,000, as reflected in table 21.14. The resources would provide for advisory and technical cooperation services and training activities, upon request, to strengthen capacities of government entities, academic institutions, universities and regional and international bodies in the design and implementation of trade policies, with an emphasis on trade and sustainable development and the region's participation (particularly that of small and medium-sized enterprises) in global supply chain networks in manufactures, services and natural-resource-based products. Resources would also be used to support countries in their efforts to implement the 2030 Agenda for Sustainable Development and attain the Sustainable Development Goals and targets. The increase of \$20,000 compared with the estimates for 2019 reflects variances in forecasted extrabudgetary expenditures.

### Subprogramme 2 Production and innovation

21.142 The proposed regular budget resources for 2020 amount to \$2,523,900 and reflect a decrease of \$298,000 compared with the appropriation for 2019. Additional details are reflected in table 21.24 and figure 21.XI.

Table 21.24

**Subprogramme 2: evolution of financial and post resources**

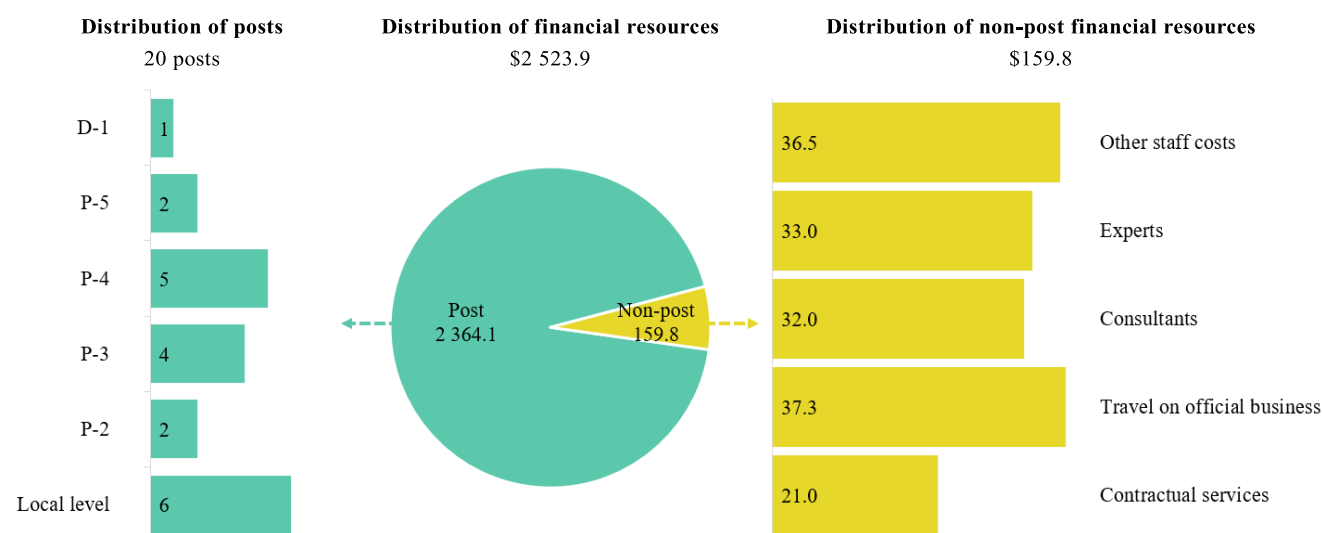
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 775.7	2 662.1	—	—	(298.0)	(298.0)	(11.2)	2 364.1
Non-post	142.0	159.8	—	—	—	—	—	159.8
Total	2 917.7	2 821.9	—	—	(298.0)	(298.0)	(10.6)	2 523.9
Post resources by category								
Professional and higher		16	—	—	(2)	(2)	(12.5)	14
General Service and related		6	—	—	—	—	—	6
Total		22	—	—	(2)	(2)	(9.1)	20

Figure 21.XI

**Subprogramme 2: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



21.143 The variance of \$298,000 reflects:

**Other changes.** The decrease of \$298,000 relates to the proposed outward redeployment of one post of Senior Economic Affairs Officer (P-5) and one post of Economic Affairs Officer (P-3) to subprogramme 1.

21.144 The subprogramme is supported by extrabudgetary resources estimated at \$1,400,000, as reflected in table 21.14. The resources would provide for three posts and non-post resources to support member States, at their request, through advisory and technical cooperation services and training activities that strengthen the capacities of government entities, academic institutions, universities and regional bodies for the analysis of recent developments and trends in the region's production structure, the analysis of the behaviour of the main economic agents in the region and the analysis of trends in innovation, technology and knowledge. Resources would also be used to support countries in their efforts to implement the 2030 Agenda for Sustainable Development and attain the

Sustainable Development Goals and targets, particularly the promotion of productive employment, the promotion of a global partnership for development and the dissemination of the benefits of new technologies. The increase of \$100,000 compared with the estimates for 2019 reflects variances in forecasted extrabudgetary expenditures.

### Subprogramme 3 Macroeconomic policies and growth

- 21.145 The proposed regular budget resources for 2020 amount to \$4,260,700 and reflect an increase of \$34,000 compared with the appropriation for 2019. Additional details are reflected in table 21.25 and figures 21.XII and 21.XIII.

Table 21.25  
**Subprogramme 3: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 806.8	3 941.6	—	—	23.6	23.6	0.6	3 965.2
Non-post	172.5	285.1	—	—	10.4	10.4	3.6	295.5
Total	3 979.3	4 226.7	—	—	34.0	34.0	0.8	4 260.7
Post resources by category								
Professional and higher		22	—	—	—	—	—	22
General Service and related		13	—	—	—	—	—	13
Total		35	—	—	—	—	—	35

Figure 21.XII  
**Subprogramme 3: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)

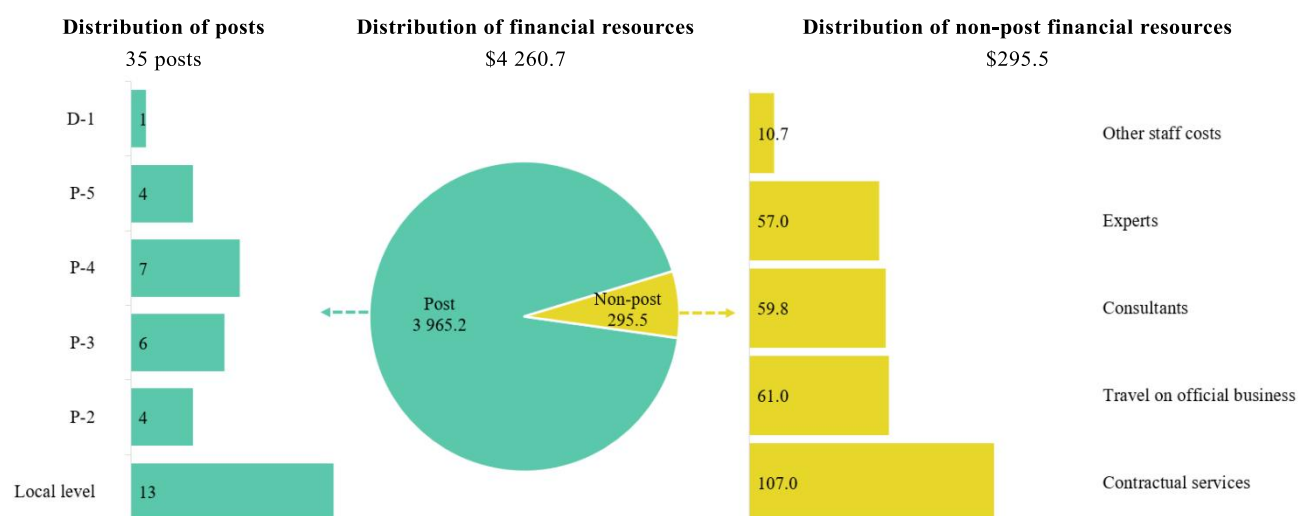
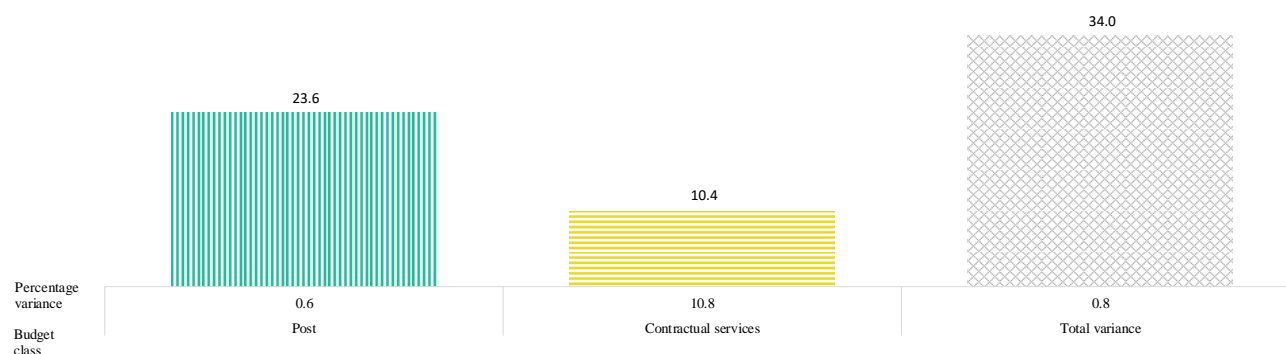


Figure 21.XIII  
**Subprogramme 3: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



21.146 The variance of \$34,000 reflects:

**Other changes.** The increase of \$34,000 relates to the proposed inward redeployment of one post of Population Affairs Officer (P-3) from subprogramme 6 (\$123,800), offset in part by the proposed abolishment of one post of Associate Programme Management Officer (P-2) (\$100,200) and increased requirements for contractual services (\$10,400).

21.147 The subprogramme is supported by extrabudgetary resources estimated at \$950,000, as reflected in table 21.14. The resources would provide for three posts and non-post resources to support member States, at their request, through advisory and technical cooperation services and training activities that strengthen the capacities of government entities and regional bodies to implement the 2030 Agenda for Sustainable Development, attain the Sustainable Development Goals and implement the Addis Ababa Action Agenda. Resources would also be used to support the implementation of suitable macroeconomic and long-term growth-enhancing policies with an emphasis on macroeconomic policy coordination; the design and implementation of fiscal policies and structural reforms; the development of systems for monitoring and modelling economic development; and the design of analytical indicators.

#### Subprogramme 4 Social development and equality

21.148 The proposed regular budget resources for 2020 amount to \$1,991,800 and reflect a net decrease of \$136,300 compared with the appropriation for 2019. Additional details are reflected in table 21.26 and figures 21.XIV and 21.XV.



Table 21.26

**Subprogramme 4: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 107.7	1 982.5	–	–	(123.8)	(123.8)	(6.2)	1 858.7
Non-post	137.4	145.6	–	–	(12.5)	(12.5)	(8.6)	133.1
Total	2 245.1	2 128.1	–	–	(136.3)	(136.3)	(6.4)	1 991.8
Post resources by category								
Professional and higher		12	–	–	(1)	(1)	(8.3)	11
General Service and related		5	–	–	–	–	–	5
Total		17	–	–	(1)	(1)	(5.9)	16

Figure 21.XIV

**Subprogramme 4: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)

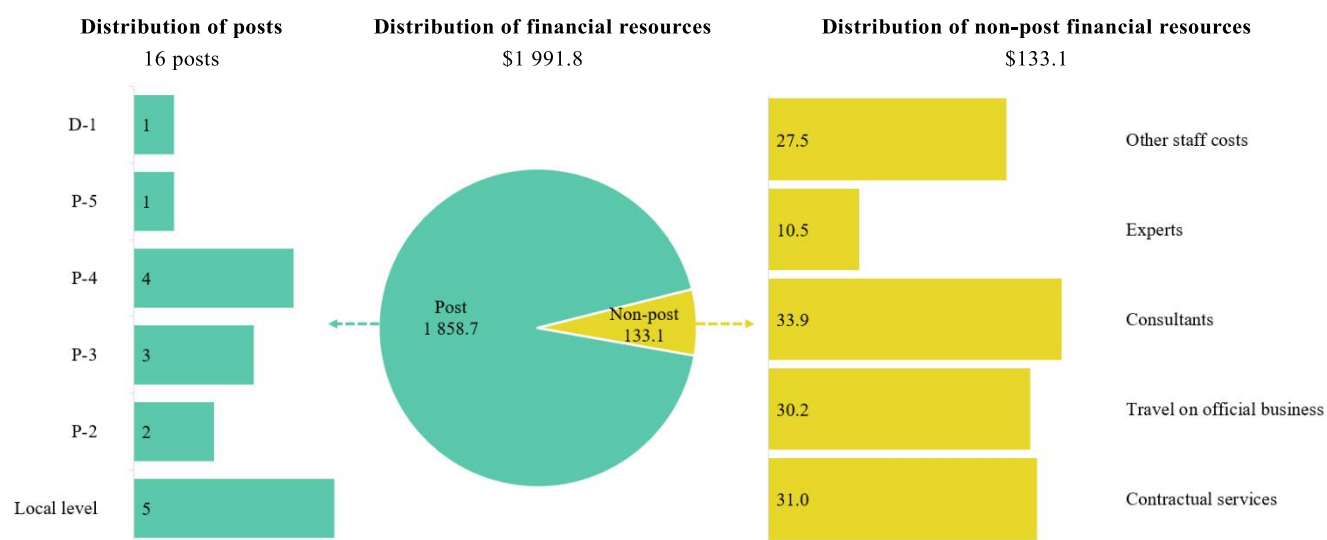
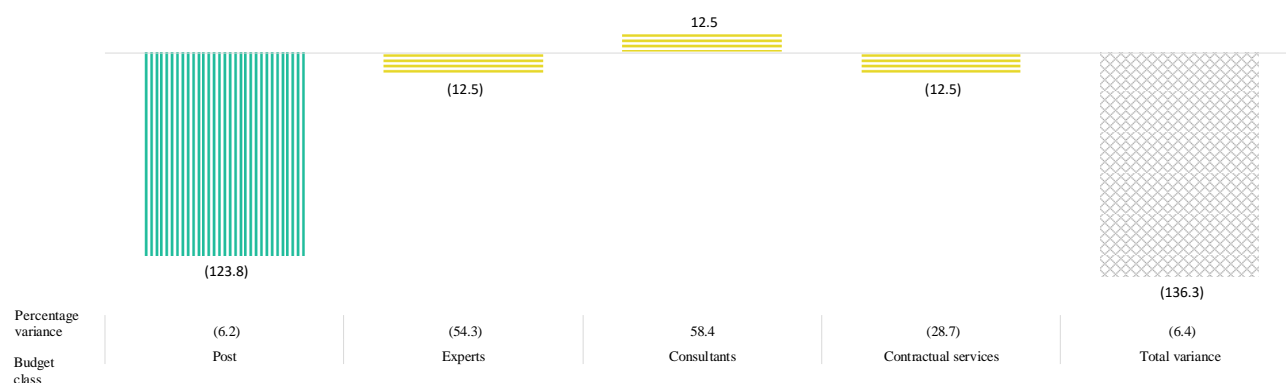


Figure 21.XV  
**Subprogramme 4: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



21.149 The variance of \$136,300 reflects:

**Other changes.** The net decrease of \$136,300 relates to the proposed outward redeployment of one post of Social Affairs Officer (P-3) to subprogramme 5 (\$123,800) and decreased requirements for contractual services (\$12,500). The proposed changes also reflect the redeployment of resources within the subprogramme on a cost-neutral basis to better support its operational requirements for 2020.

21.150 The subprogramme is supported by extrabudgetary resources estimated at \$700,000, as reflected in table 21.14. The resources would provide for four posts and non-post resources to support member States, at their request, through advisory and technical cooperation services and training activities that strengthen the capacities of government entities to implement the 2030 Agenda for Sustainable Development, attain the Sustainable Development Goals and follow up on the outcomes of sessions of the Regional Conference on Social Development in Latin America and the Caribbean. Resources would also be used for expanding social protection policies under a rights-based and sustainable approach, with emphasis on social rights and the combination of the contributory and non-contributory pillars of social protection, and for evaluating social investment and its redistributive impact. The increase of \$100,000 compared with the estimates for 2019 reflects variances in forecasted extrabudgetary expenditures.

## Subprogramme 5 Mainstreaming the gender perspective in regional development

21.151 The proposed regular budget resources for 2020 amount to \$1,186,000 and reflect a net increase of \$123,800 compared with the appropriation for 2019. Additional details are reflected in table 21.27 and figures 21.XVI and 21.XVII.

Table 21.27

**Subprogramme 5: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 093.0	967.5	—	—	123.8	123.8	12.8	1 091.3
Non-post	48.2	94.7	—	—	—	—	—	94.7
Total	1 141.2	1 062.2	—	—	123.8	123.8	11.7	1 186.0
Post resources by category								
Professional and higher		6	—	—	1	1	16.7	7
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	1	1	12.5	9

Figure 21.XVI

**Subprogramme 5: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)

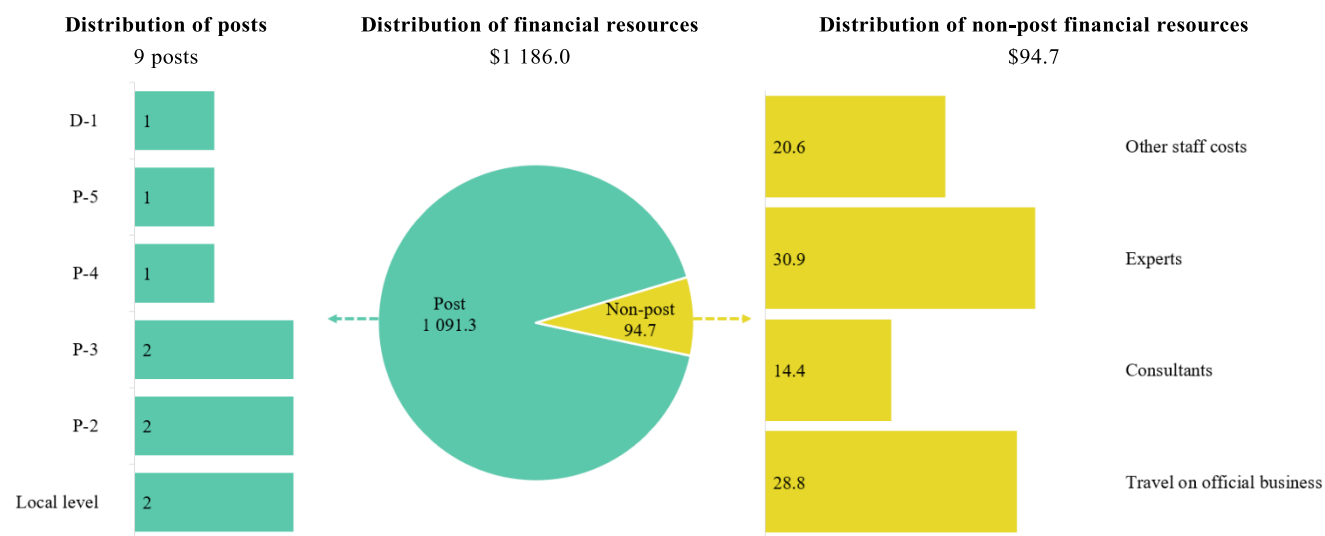
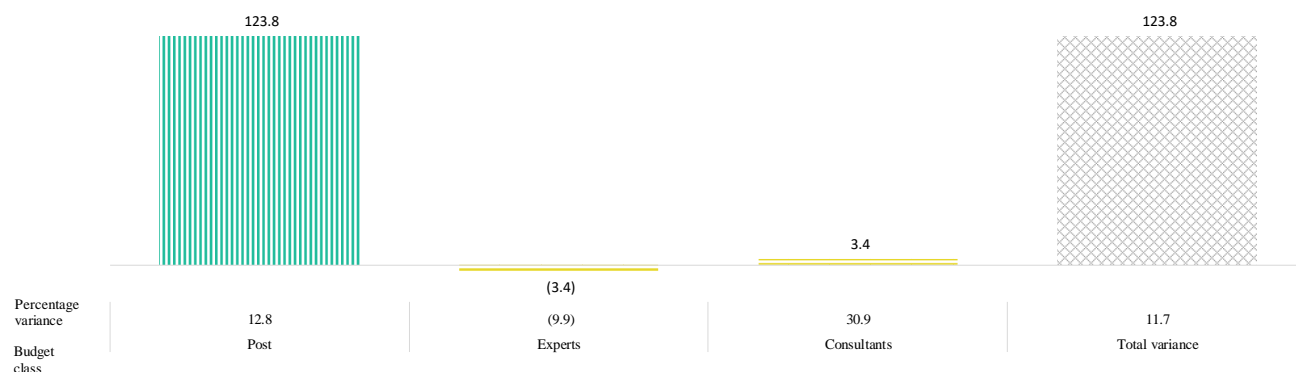


Figure 21.XVII

**Subprogramme 5: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



21.152 The variance of \$123,800 reflects:

**Other changes.** The net increase of \$123,800 relates mainly to the proposed inward redeployment of one post of Social Affairs Officer (P-3) from subprogramme 4. The proposed changes also reflect the redeployment of resources within the subprogramme on a cost-neutral basis to better support its operational requirements for 2020.

21.153 The subprogramme is supported by extrabudgetary resources estimated at \$650,000, as reflected in table 21.14. The resources would provide for three posts and non-post resources to support member States, at their request, through advisory and technical cooperation services and training activities that strengthen the capacities of government entities to implement the 2030 Agenda for Sustainable Development, attain the Sustainable Development Goals, follow up on the outcomes of the Regional Conference on Women in Latin America and the Caribbean and conduct work on areas related to, but not limited to, the formulation of public policies for gender mainstreaming, and institution-building geared to government agencies and entities responsible for policies and programmes for women; methodologies and tools for public policymaking, including the formulation and use of gender-related indicators; and support to the Gender Equality Observatory for Latin America and the Caribbean, while compiling and sharing evidence regarding effective policies for gender mainstreaming and equality.

## Subprogramme 6 Population and development

21.154 The proposed regular budget resources for 2020 amount to \$1,774,300 and reflect a decrease of \$23,600 compared with the appropriation for 2019. Additional details are reflected in table 21.28 and figure 21.XVIII.

Table 21.28

**Subprogramme 6: evolution of financial and post resources**

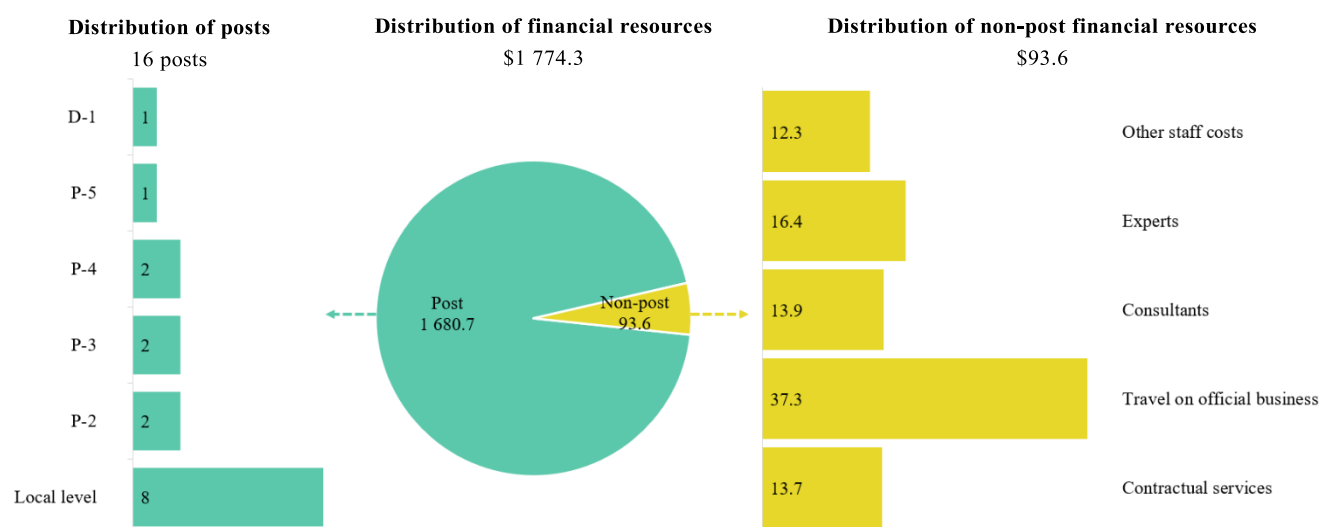
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 701.6	1 704.3	—	—	(23.6)	(23.6)	(1.4)	1 680.7
Non-post	81.0	93.6	—	—	—	—	—	93.6
Total	1 782.6	1 797.9	—	—	(23.6)	(23.6)	(1.3)	1 774.3
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		8	—	—	—	—	—	8
Total		16	—	—	—	—	—	16

Figure 21.XVIII

**Subprogramme 6: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



21.155 The variance of \$23,600 reflects:

**Other changes.** The decrease of \$23,600 relates to the proposed outward redeployment of one post of Population Affairs Officer (P-3) to subprogramme 3 (\$123,00), offset in part by the proposed inward redeployment of one post of Associate Administrative Officer (P-2) from subprogramme 1 (\$100,200).

21.156 The subprogramme is supported by extrabudgetary resources, estimated at \$250,000, as reflected in table 21.14. The resources would provide for one post and non-post resources to support member States, at their request, through advisory and technical cooperation services and training activities that strengthen the capacities of government entities to implement the 2030 Agenda for Sustainable Development, attain the Sustainable Development Goals and follow up the implementation of the Montevideo Consensus on Population and Development and the outcomes of the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of

Action on Ageing. The increase of \$30,000 compared with the estimates for 2019 reflects variances in forecasted extrabudgetary expenditures.

## Subprogramme 7 Sustainable development and human settlements

21.157 The proposed regular budget resources for 2020 amount to \$2,269,700 and reflect an increase of \$75,800 compared with the appropriation for 2019. Additional details are reflected in table 21.29 and figure 21.XIX.

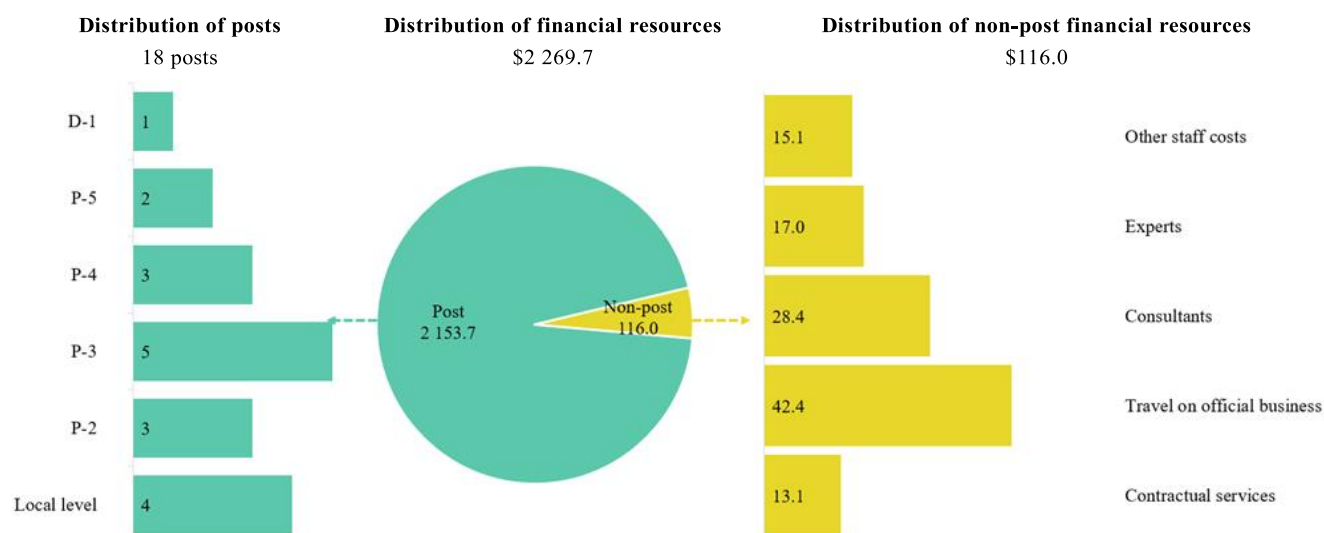
Table 21.29  
**Subprogramme 7: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 919.5	2 077.9	—	—	75.8	75.8	3.6	2 153.7
Non-post	86.2	116.0	—	—	—	—	—	116.0
Total	2 005.7	2 193.9	—	—	75.8	75.8	3.5	2 269.7
Post resources by category								
Professional and higher		14	—	—	—	—	—	14
General Service and related		3	—	—	1	1	33.3	4
Total		17	—	—	1	1	5.9	18

Figure 21.XIX  
**Subprogramme 7: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



21.158 The variance of \$75,800 reflects:

**Other changes.** The increase of \$75,800 relates to the proposed inward redeployment of one post of Senior Information Systems Assistant (Local level) from programme support.

21.159 The subprogramme is supported by extrabudgetary resources, estimated at \$1,000,000, as reflected in table 21.14. The resources would provide for two posts and non-post resources to support member States, at their request, through advisory and technical cooperation services and training activities that strengthen the capacities of government entities and regional and subregional bodies to implement the 2030 Agenda for Sustainable Development and attain the Sustainable Development Goals and to mainstream climate change and urban management into economic, social and land-use policies as well as sustainable development strategies and programmes. Specific activities will be carried out to support countries in the implementation of outcomes of the Paris Agreement, the Addis Ababa Action Agenda, in particular on the financing of climate change mitigation and adaptation and the New Urban Agenda. The decrease of \$400,000 compared with the estimates for 2019 reflects variances in forecasted extrabudgetary expenditures.

### Subprogramme 8 Natural resources and infrastructure

21.160 The proposed regular budget resources for 2020 amount to \$2,055,800 and reflect a net decrease of \$100,200 compared with the appropriation for 2019. Additional details are reflected in table 21.30 and figures 21.XX and 21.XXI.

Table 21.30

#### Subprogramme 8: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 096.3	2 013.0	–	–	(100.2)	(100.2)	(5.0)	1 912.8
Non-post	98.3	143.0	–	–	–	–	–	143.0
Total	2 194.6	2 156.0	–	–	(100.2)	(100.2)	(4.6)	2 055.8
Post resources by category								
Professional and higher		12	–	–	(1)	(1)	(8.3)	11
General Service and related		6	–	–	–	–	–	6
Total		18	–	–	(1)	(1)	(5.6)	17

Figure 21.XX  
**Subprogramme 8: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)

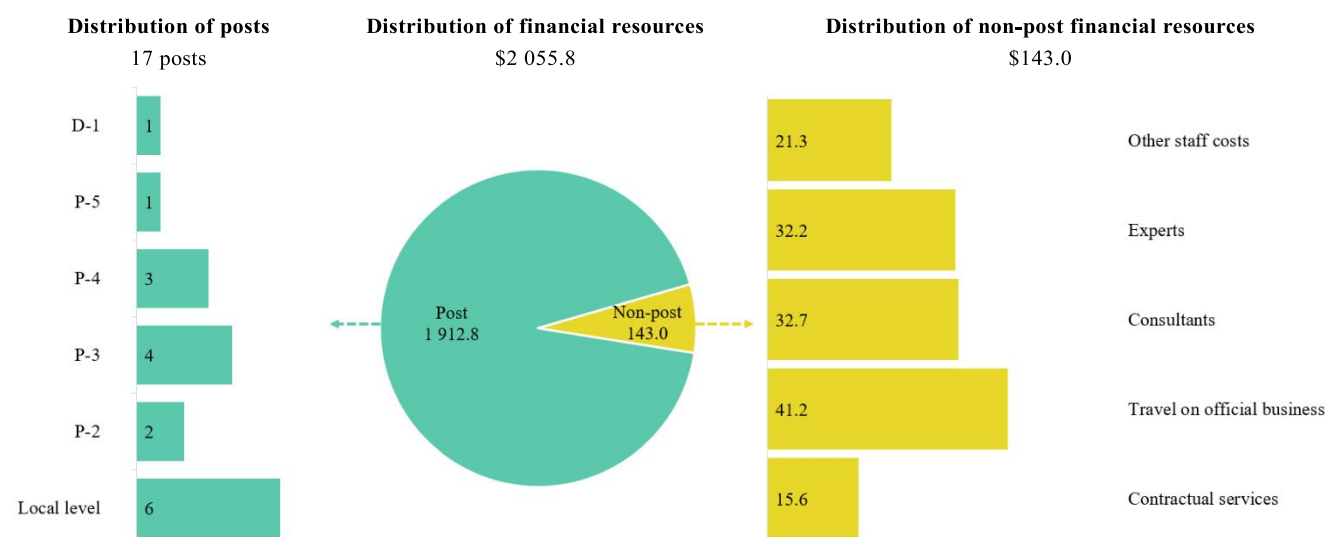
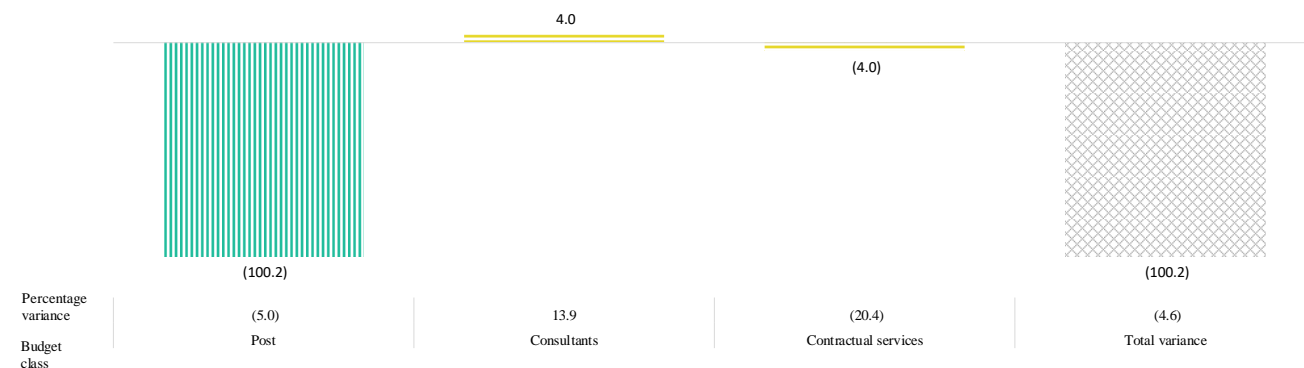


Figure 21.XXI  
**Subprogramme 8: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



21.161 The variance of \$100,200 reflects:

**Other changes.** The net decrease of \$100,200 relates mainly to the proposed abolishment of one post of Associate Programme Management Officer (P-2). The proposed changes also reflect the redeployment of resources within the subprogramme on a cost-neutral basis to better support its operational requirements for 2020.

21.162 The subprogramme is supported by extrabudgetary resources, estimated at \$300,000, as reflected in table 21.14. The resources would support member States, at their request, through advisory and technical cooperation services and training activities that strengthen the capacities of government entities and regional and subregional bodies to implement the 2030 Agenda for Sustainable Development and attain the Sustainable Development Goals. Resources would also be used to foster competitiveness and socioeconomic development through the sustainable management of natural resources and infrastructure services in Latin American and Caribbean countries, and to generate analytical studies and systematize information and data regarding the regulation and management of natural resources and the provision of public utilities and infrastructure services. The increase of



\$50,000 compared with the estimates for 2019 reflects variances in forecasted extrabudgetary expenditures.

## Subprogramme 9 Planning and public management for development

21.163 The proposed regular budget resources for 2020 amount to \$1,251,800 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 21.31 and figure 21.XXII.

Table 21.31

### Subprogramme 9: evolution of financial and post resources

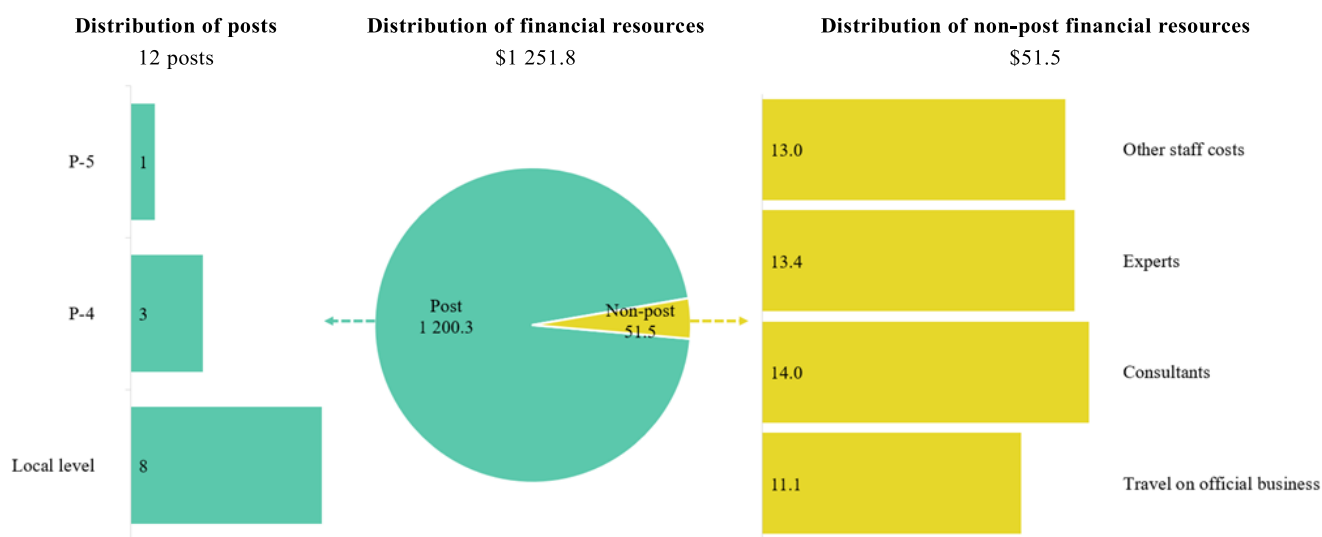
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 014.2	1 200.3	—	—	—	—	—	1 200.3
Non-post	20.2	51.5	—	—	—	—	—	51.5
Total	1 034.4	1 251.8	—	—	—	—	—	1 251.8
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		8	—	—	—	—	—	8
Total		12	—	—	—	—	—	12

Figure 21.XXII

### Subprogramme 9: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



- 21.164 The subprogramme is supported by extrabudgetary resources, estimated at \$1,200,000, as reflected in table 21.14. The resources would provide for 10 posts and non-post resources to support member States, at their request, through advisory and technical cooperation services and training activities that strengthen the capacities of government entities and subregional bodies to implement the 2030 Agenda for Sustainable Development and attain the Sustainable Development Goals. Resources would also be used to foster the design and evaluation of public policies, projects and programmes; promote multilevel governance and planning; design, monitor and evaluate foresight exercises; promote participative planning and budgeting, the evaluation of public investment and the implementation of open and e-government; and implement development planning at the local and regional levels.

### Subprogramme 10 Statistics

- 21.165 The proposed regular budget resources for 2020 amount to \$2,925,900 and reflect a decrease of \$2,000 compared with the appropriation for 2019. Additional details are reflected in table 21.32 and figure 21.XXIII.

Table 21.32  
**Subprogramme 10: evolution of financial and post resources**

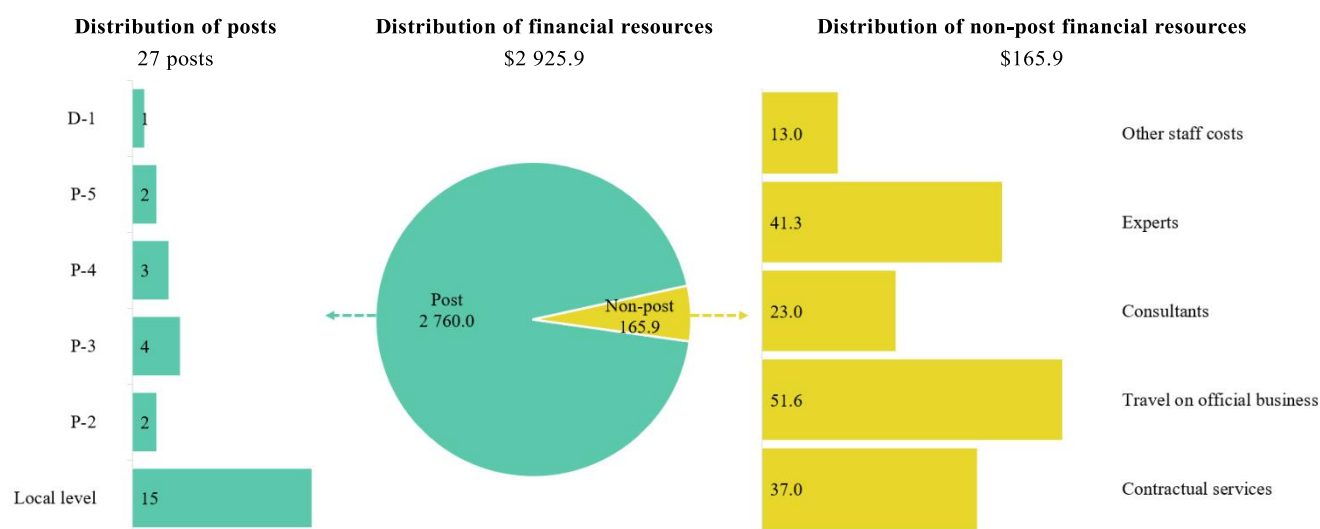
(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 795.7	2 760.0	—	—	—	—	—	2 760.0
Non-post	163.0	167.9	—	—	(2.0)	(2.0)	(1.2)	165.9
Total	2 958.7	2 927.9	—	—	(2.0)	(2.0)	(0.1)	2 925.9
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		15	—	—	—	—	—	15
Total		27	—	—	—	—	—	27

Figure 21.XXIII

**Subprogramme 10: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



- 21.166 The subprogramme is supported by extrabudgetary resources, estimated at \$500,000, as reflected in table 21.14. The resources would provide for one post and non-post resources to support member States, at their request, through advisory and technical cooperation services and training activities that strengthen the capacities of government entities and regional and subregional bodies to implement the 2030 Agenda for Sustainable Development, measure progress in the attainment of the Sustainable Development Goals and follow up on the outcomes of meetings of the Statistical Conference of the Americas. Resources under technical cooperation projects will be used for providing support to countries in the improvement of methodologies for the design and harmonization of economic and social statistics; promoting the adoption and dissemination of common standards among national statistical offices; supporting the implementation of the 2012 System of Environmental-Economic Accounting; supporting the harmonization of basic economic statistics and the implementation of the latest revised international nomenclature, as well as the 2008 System of National Accounts; and improving technical capacities of national statistical offices and other government entities in areas relating to household surveys, social indicators and statistics and the measurement and analysis of poverty, inequality and social cohesion. The increase of \$25,000 compared with the estimate for 2019 reflects variances in forecasted extrabudgetary expenditures.

### Subprogramme 11

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

- 21.167 The proposed regular budget resources for 2020 amount to \$4,482,100 and reflect a net increase of \$226,700 compared with the appropriation for 2019. Additional details are reflected in table 21.33 and figures 21.XXIV and 21.XXV.

Table 21.33

**Subprogramme 11: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 240.6	3 965.6	—	—	226.7	226.7	5.7	4 192.3
Non-post	243.8	289.8	—	—	—	—	—	289.8
Total	4 484.4	4 255.4	—	—	226.7	226.7	5.3	4 482.1
Post resources by category								
Professional and higher		24	—	—	1	1	4.2	25
General Service and related		21	—	—	3	3	14.3	24
Total		45	—	—	4	4	8.9	49

Figure 21.XXIV

**Subprogramme 11: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)

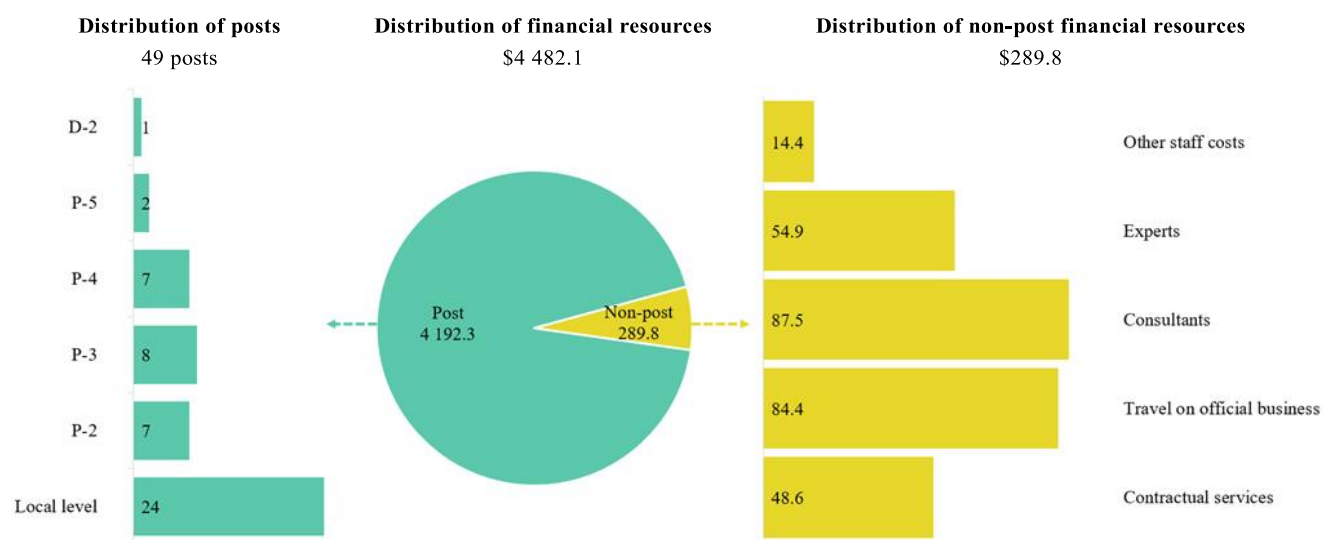
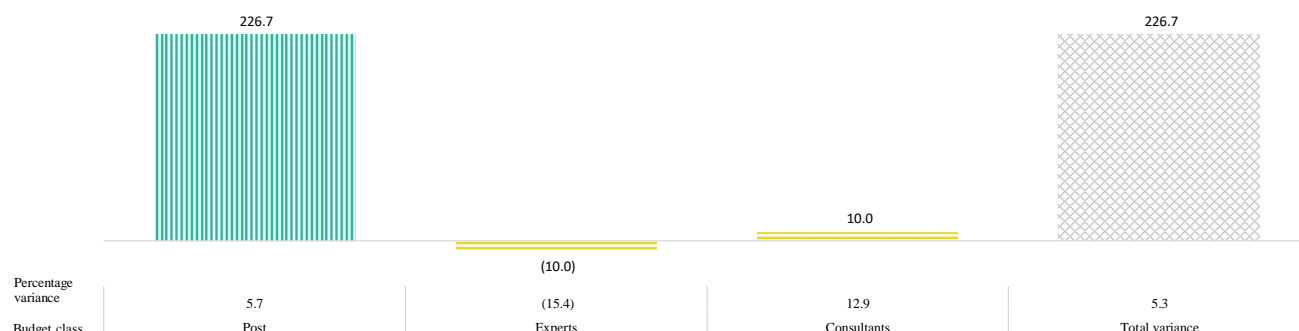


Figure 21.XXV

### Subprogramme 11: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



21.168 The variance of \$226,700 reflects:

**Other changes.** The net increase of \$226,700 relates mainly to:

- (a) the proposed inward redeployment of one post of Associate Economic Affairs Officer (P-2) and one post of Research Assistant (Local level) from the Information Resources and Documents Distribution Centre of the ECLAC subregional headquarters in Mexico (\$141,300);
- (b) the proposed inward redeployment of one post of Programme Analysis Assistant (Local level) and one post of Team Assistant (Local level) from programme support (\$81,400);
- (c) the proposed upward reclassification of the post of Chief of Service, Economic Affairs (D-1) as a D-2 post (\$4,000).

21.169 The proposed changes also reflect the redeployment of resources within the subprogramme on a cost-neutral basis to better support its operational requirements for 2020.

21.170 The subprogramme is supported by extrabudgetary resources, estimated at \$650,000, as reflected in table 21.14. The resources would provide for three posts and non-post resources to support member States, at their request, through advisory and technical cooperation services in their efforts to implement the 2030 Agenda for Sustainable Development and attain the Sustainable Development Goals, undertake training activities and strengthen the capacity of government entities and subregional bodies to address economic and social issues, particularly regarding multidimensional equality (including gender, ethnicity and territory); strengthen their capacity to formulate strategies and policies that promote subregional and regional cooperation; and increase technical capacity for the design, implementation and evaluation of public policies on economic development and structural transformation, trade and integration, and sustainable development, including energy, agriculture and climate change.

### Subprogramme 12 Subregional activities in the Caribbean

21.171 The proposed regular budget resources for 2020 amount to \$4,199,300 and reflect a net decrease of \$68,200 compared with the appropriation for 2019. Additional details are reflected in table 21.34 and figures 21.XXVI and 21.XXVII.

Table 21.34

**Subprogramme 12: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 892.9	3 962.7	—	—	(68.2)	(68.2)	(1.7)	3 894.5
Non-post	266.6	304.8	—	—	—	—	—	304.8
Total	4 159.5	4 267.5	—	—	(68.2)	(68.2)	(1.6)	4 199.3
Post resources by category								
Professional and higher		18	—	—	—	—	—	18
General Service and related		19	—	—	(1)	(1)	(5.3)	18
Total		37	—	—	(1)	(1)	(2.7)	36

Figure 21.XXVI

**Subprogramme 12: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)

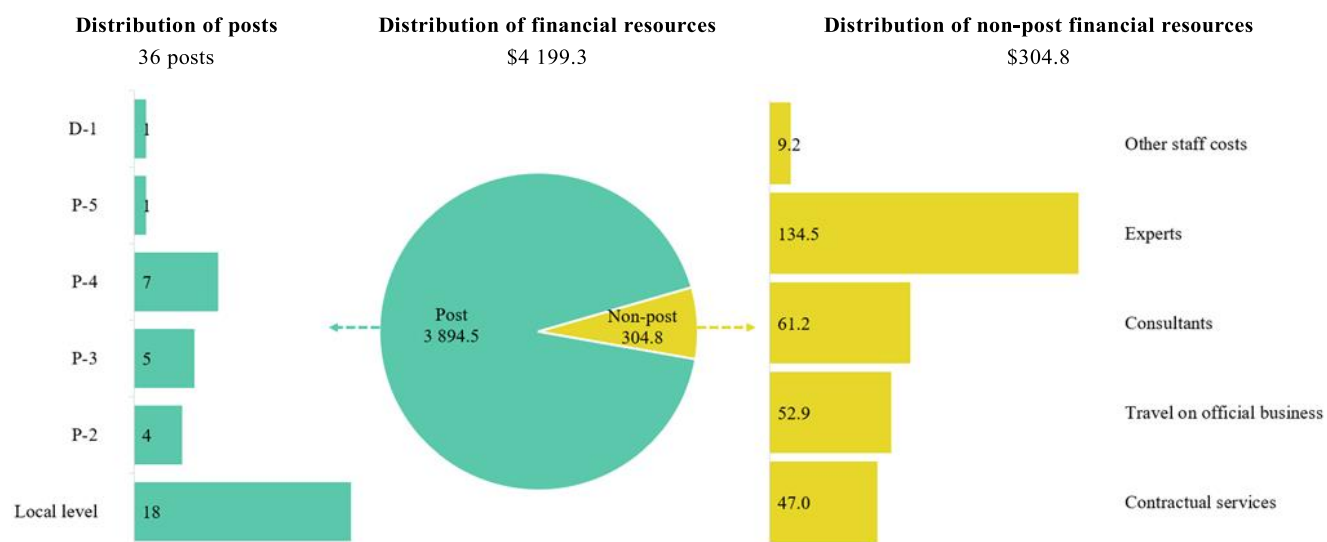
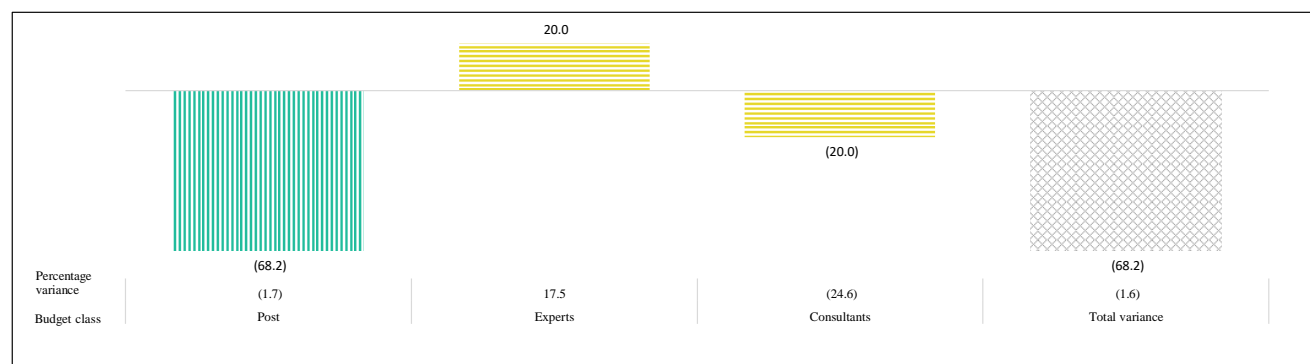


Figure 21.XXVII

### Subprogramme 12: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



21.172 The variance of \$68,200 reflects:

**Other changes.** The net decrease of \$68,200 relates mainly to the proposed abolishment of one post of Administrative Assistant (Local level). The proposed changes also reflect the redeployment of resources within the subprogramme on a cost-neutral basis to better support its operational requirements for 2020.

21.173 The subprogramme is supported by extrabudgetary resources, estimated at \$150,000, as reflected in table 21.14. The resources would provide for two posts and non-post resources to support member States, at their request, through advisory and technical cooperation services and training activities that strengthen the capacities of government entities with regard to macroeconomic policies and regional integration; ICT information and communications technology for development, information societies and knowledge economies; and social, population and gender equality development in the region. Special attention will be given to the incorporation of the Sustainable Development Goals and the 2030 Agenda for Sustainable Development in development plans and strategies and the alignment of development plans and strategies with the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy. The increase of \$50,000 compared with the estimates for 2019 reflects variances in forecasted extrabudgetary expenditures.

### Subprogramme 13

#### Support for regional and subregional integration and cooperation processes and organizations

21.174 The proposed regular budget resources for 2020 amount to \$599,200 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 21.35 and figure 21.XXVIII.

Table 21.35

**Subprogramme 13: evolution of financial and post resources**

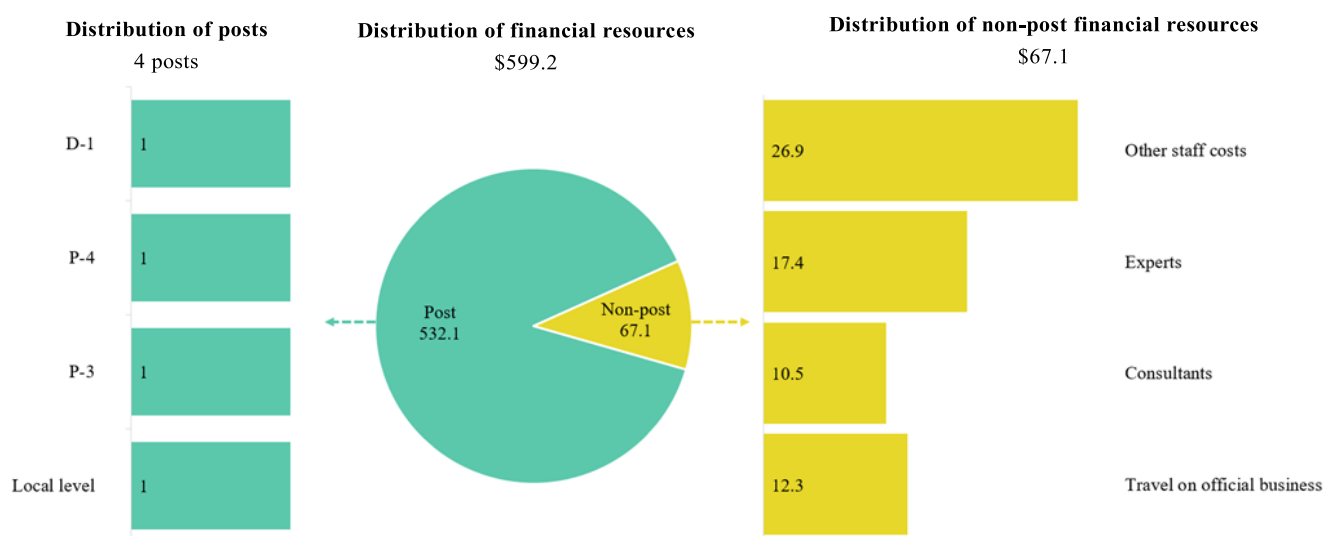
(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	440.8	532.1	—	—	—	—	—	532.1
Non-post	44.2	67.1	—	—	—	—	—	67.1
Total	485.0	599.2	—	—	—	—	—	599.2
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		1	—	—	—	—	—	1
Total		4	—	—	—	—	—	4

Figure 21.XXVIII

**Subprogramme 13: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)



**Programme support**

21.175 The activities carried out under programme support comprise conference and documentation services, library services, management of technical cooperation activities and administration and common services for the ECLAC headquarters in Santiago, the ECLAC subregional headquarters in Mexico, the ECLAC subregional headquarters in the Caribbean, the ECLAC liaison office in Washington, D.C., and ECLAC national offices in Buenos Aires, Brasilia, Bogotá and Montevideo.

21.176 Programme support activities include:

- (a) Conference and documentation services, whose functions relate to the provision of substantive services for the meetings of the intergovernmental organs of ECLAC, the provision of



conference and documentation services to ECLAC, and the publications programme and the distribution of ECLAC and United Nations Headquarters publications;

- (b) Library services providing information services to ECLAC staff members and external users, the publication of bulletins and bibliographies on a periodic basis and the provision of services to remote users through the Internet. Furthermore, the ECLAC Library acts as the United Nations repository library in Chile, concentrating all the official documentation produced by the Organization;
- (c) Management of technical cooperation activities formulated to complement the regular budget resource allocation. This component is geared to strengthening and expanding the economic, social and environmental research agenda and the application of research findings to the provision of advisory services and training activities for the benefit of ECLAC member States;
- (d) Administration and common services providing the overall management and coordination of administrative services, human resources management, financial management, general support services, language training, electronic information activities and support to implementation of corporate initiatives, such as the International Public Sector Accounting Standards and Umoja implementation.

21.177 The proposed regular budget resources for 2020 amount to \$20,102,000 and reflect a net decrease of \$724,000 compared with the appropriation for 2019. Additional details are reflected in table 21.36 and figures 21.XXIX to 21.XXXI.

Figure 21.XXIX

**Resources for programme support as a percentage of the regular budget**

(Millions of United States dollars)

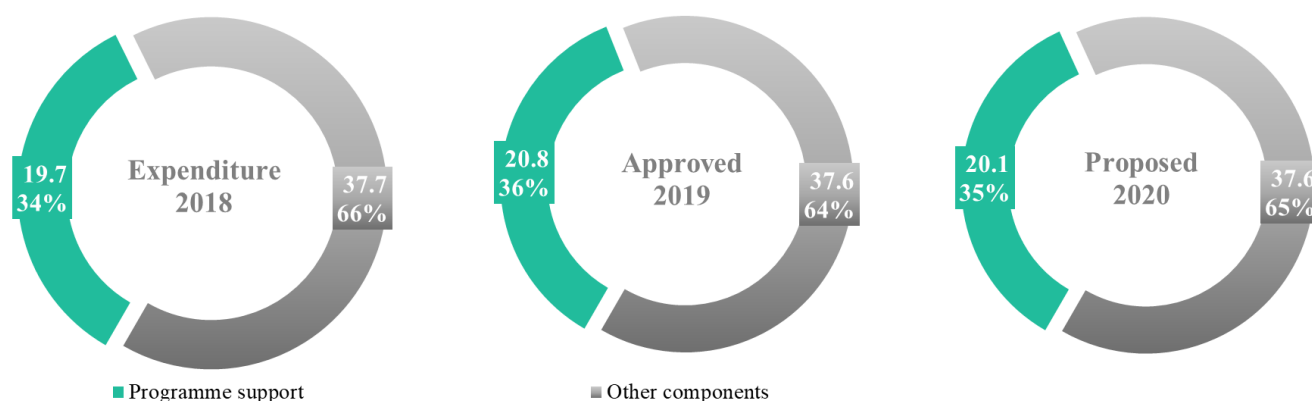


Table 21.36

**Programme support: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	Changes							2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	13 950.0	13 899.4	—	—	(298.5)	(298.5)	(2.1)	13 600.9
Non-post	5 783.9	6 926.6	(231.7)	—	(193.8)	(425.5)	(6.1)	6 501.1
Total	19 733.9	20 826.0	(231.7)	—	(492.3)	(724.0)	(3.5)	20 102.0
Post resources by category								
Professional and higher		38	—	—	(1)	(1)	(2.6)	37
General Service and related		128	—	—	(4)	(4)	(3.1)	124
Total		166	—	—	(5)	(5)	(3.0)	161

Figure 21.XXX

**Programme support: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)

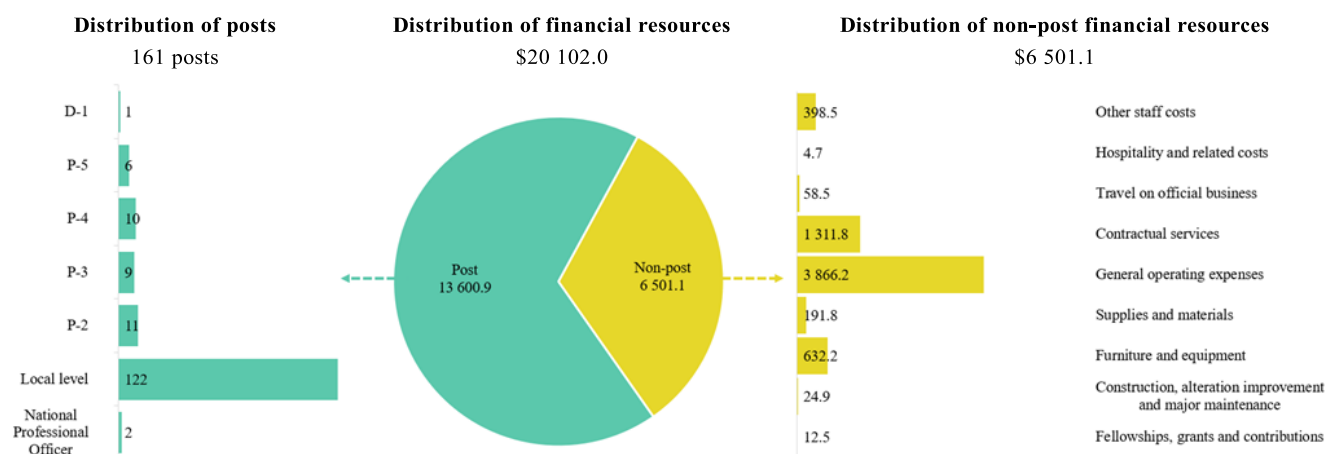
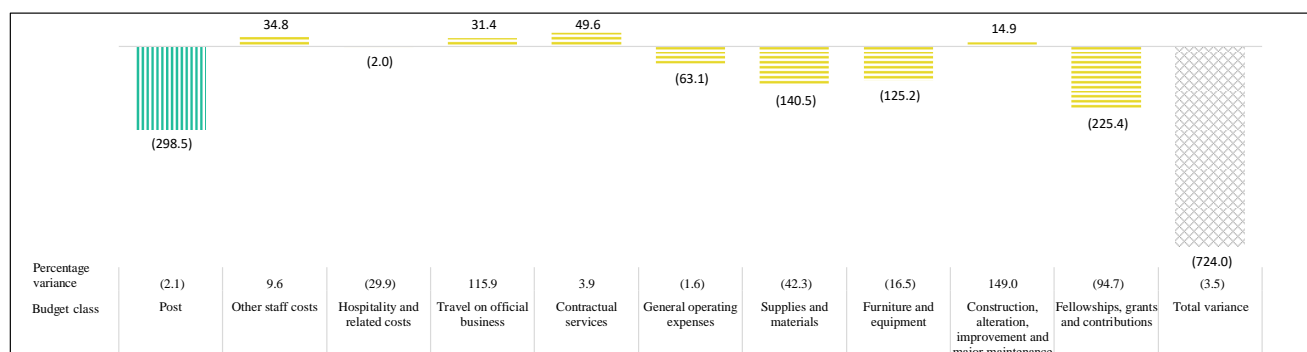


Figure 21.XXXI

**Programme support: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



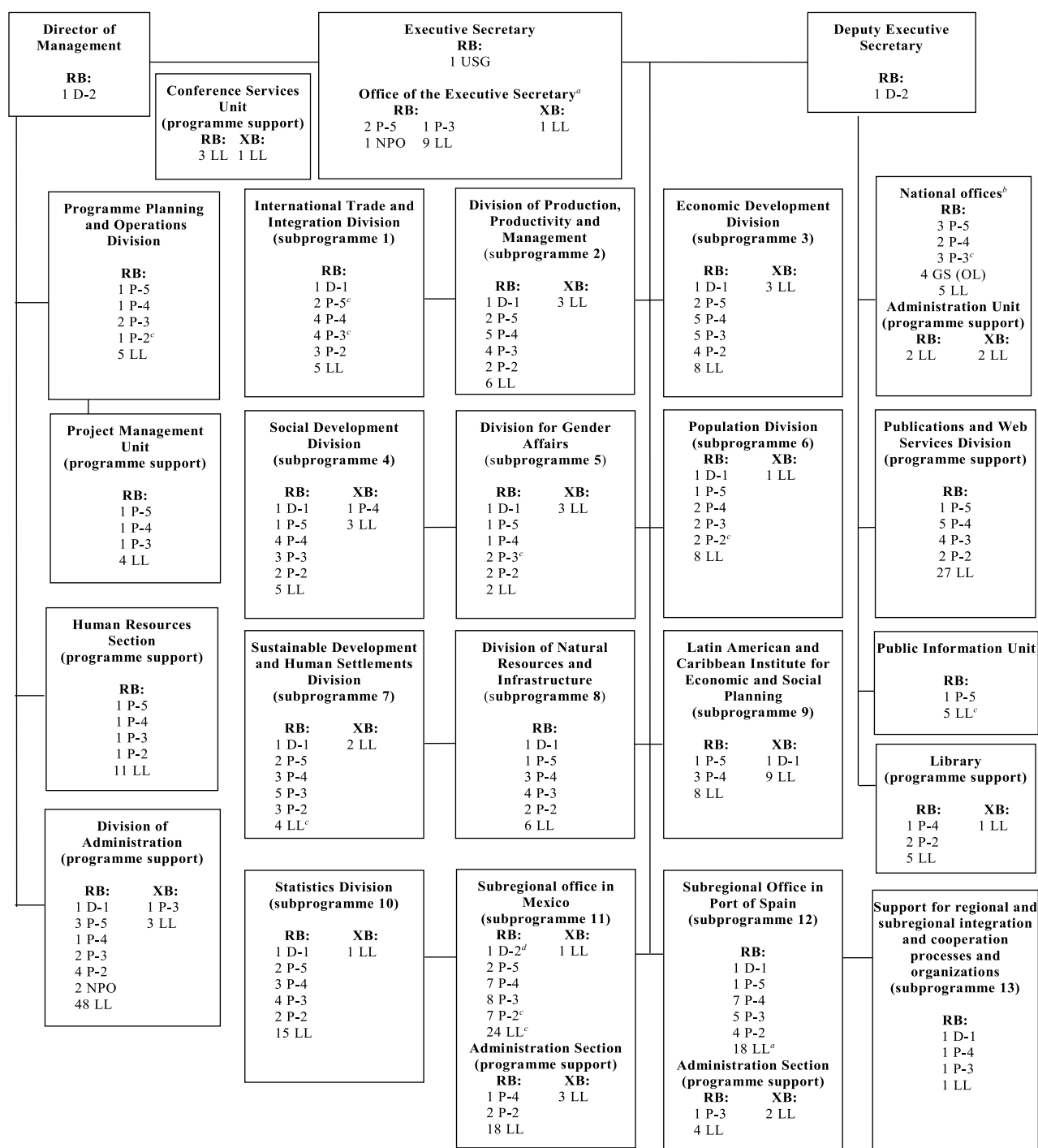
21.178 The variance of \$724,000 reflects:

- (a) **Technical adjustments.** A decrease of \$231,700 reflects the removal of non-recurrent requirements for the ECLAC North Building project;
- (b) **Other changes.** A net decrease of \$492,300 relates mainly to:
  - (i) The proposed outward redeployment of one post of Programme Analysis Assistant (Local level) and one post of Team Assistant (Local level) from the Administration Section in Mexico to subprogramme 11 (\$81,400);
  - (ii) The proposed outward redeployment of one post of Assistant Economic Affairs Officer (P-2) and one post of Research Assistant (Local level) from the Information Resources and Documents Distribution Centre of the ECLAC subregional headquarters in Mexico to subprogramme 11 (\$141,300);
  - (iii) The proposed outward redeployment of one post of Senior Information Systems Assistant (Local level) to subprogramme 7 (\$75,800);
  - (iv) Reduced requirements for printing, freight, pouch and messenger services resulting from a revision of the ECLAC strategy on the distribution of documents (\$193,800).

21.179 The component is supported by extrabudgetary resources, estimated at \$1,000,000, as reflected in table 21.14. The resources would provide for six posts and non-post resources and would cover additional incremental indirect costs to support activities financed from extrabudgetary contributions. The increase of \$100,000 compared with the estimate for 2019 reflects variances in forecasted extrabudgetary expenditures.

## Annex I

## Organizational structure and post distribution for 2020



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

<sup>a</sup> Includes the Office of the Secretary of the Commission.

<sup>b</sup> Includes ECLAC offices in Bogotá, Brasília, Buenos Aires, Montevideo and Washington, D.C.

<sup>c</sup> Redeployment.

<sup>d</sup> Reclassification.

## Annex II

## Summary of proposed changes in established and temporary posts, by component and subprogramme

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 1 Linkages with the global economy, integration and regional cooperation	1 (1)	P-3 P-2	<b>Redeployment</b> of 1 Economic Affairs Officer from subprogramme 2 <b>Redeployment</b> of 1 Associate Administrative Officer to subprogramme 6	Redistribution of work planned within the subprogramme
	1	P-5	<b>Redeployment</b> of 1 Senior Economic Affairs Officer from subprogramme 2	
Subprogramme 2 Production and innovation	(1)	P-3	<b>Redeployment</b> of 1 Economic Affairs Officer to subprogramme 1	Redistribution of work planned within the subprogramme
	(1)	P-5	<b>Redeployment</b> of 1 Senior Economic Affairs Officer to subprogramme 1	
Subprogramme 3 Macroeconomic policies and growth	(1)	P-2	<b>Abolishment</b> of 1 Associate Programme Management Officer	Streamlining processes and redistribution of work within the subprogramme
	1	P-3	<b>Redeployment</b> of 1 Population Affairs Officer from subprogramme 6	
Subprogramme 4 Social development and equality	(1)	P-3	<b>Redeployment</b> of 1 Social Affairs Officer to subprogramme 5	Redistribution of work within the subprogramme
Subprogramme 5 Mainstreaming the gender perspective in regional development	1	P-3	<b>Redeployment</b> of 1 Social Affairs Officer from subprogramme 4	Redistribution of work within the subprogramme
Subprogramme 6 Population and development	1	P-2	<b>Redeployment</b> of 1 Associate Administrative Officer from subprogramme 1	Redistribution of work within the subprogramme
	(1)	P-3	<b>Redeployment</b> of 1 Population Affairs Officer to subprogramme 3	
Subprogramme 7 Sustainable development and human settlements	1	LL	<b>Redeployment</b> of 1 Senior Information Systems Assistant from programme support	Redistribution of work within the subprogramme
Subprogramme 8 Natural resources and infrastructure	(1)	P-2	<b>Abolishment</b> of 1 Associate Programme Management Officer	Streamlining processes and redistribution of work within the subprogramme
Subprogramme 11 Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	(1)	D-1	<b>Reclassification</b> of Chief of Service, Economic Affairs, to a D-2 post	Reflective of the comparatively high level of post and non-post resources managed within the subprogramme. Furthermore, the request is due to increased levels of duties and responsibilities of the post, relating to the need for a higher level of representation in the subregion of Central America and a greater demand on the office in terms of visibility and interaction with government counterparts in recent times
	1	D-2	Reclassification of Chief of Service, Economic Affairs from a D-1 post	
	1	P-2	Redeployment of 1 Associate Economic Affairs Officer from the Information Resources and Documents Distribution Centre from programme support (ECLAC subregional headquarters in Mexico)	Redistribution of work within the subprogramme

**Part V Regional cooperation and development**

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
	1	LL	Redeployment of 1 Research Assistant from the Information Resources and Documents Distribution Centre from programme support (ECLAC subregional headquarters in Mexico)	
	1	LL	Redeployment of 1 Senior Human Resources Assistant from programme support (ECLAC subregional headquarters in Mexico)	
	1	LL	Redeployment of 1 Administrative Assistant from programme support (ECLAC subregional headquarters in Mexico)	
Subprogramme 12 Subregional activities in the Caribbean	(1)	LL	Abolishment of 1 Administrative Assistant	Streamlining processes and redistribution of work within the subprogramme
Programme support	(1)	LL	Redeployment of 1 Senior Information Systems Assistant to subprogramme 7	Redistribution of work within the subprogramme
	(1)	P-2	Redeployment of 1 Associate Economic Affairs Officer to subprogramme 11	
	(1)	LL	Redeployment of 1 Research Assistant to subprogramme 11	
	(1)	LL	Redeployment of 1 Programme Analysis Assistant to subprogramme 11	
	(1)	LL	Redeployment of 1 Team Assistant to subprogramme 11	
<b>Total</b>	<b>(3)</b>			

*Abbreviation:* LL, Local level.