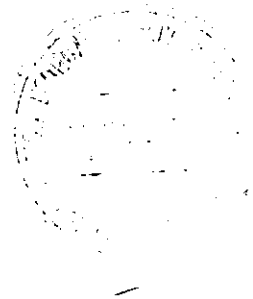


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ILPES: BASES OF ITS PROGRAMME OF WORK FOR 1986 AND SUMMARY
OF ACTIVITIES DURING 1984-1985

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INTRODUCTION

1. The second half of 1982 saw the first application of the New Institutional Development Strategy of ILPES.^{1/} This strategy comprised three broad programmes, which subsequently showed different degrees of progress: the New Institutional Project 1983 and 1984-1986, administrative modernization, and improvement of technical performance.

2. The New Institutional Project was presented in its preliminary version to the fifth meeting of the Technical Subcommittee and officially approved at the fifth meeting of the Technical Committee.^{2/} As is well known, this programme restructured the relations of the Institute with the member governments, inaugurating a different level of activities and establishing a new system of intergovernmental financial support linked with the backing received from UNDP.^{3/} The main revisions subsequently made to the New Institutional Project have been due to the schedule of the collegiate bodies and intergovernmental agencies that direct the technical work of the Institute.^{4/}

3. The programme of administrative modernization began to operate at the beginning of the second half of 1982 ^{5/} and was always dependent on the internal improvement of information for the management of the Institute.^{6/} With the recent installation of the first data-processing units (second half of 1985), it has been possible to give more attention to certain tasks preparatory to modernization, as is indicated later on in this paper.

4. The programme of improvement of technical work was from the first the key element in the New Strategy on the Future Development of ILPES. From its initial formulation it was clearly stated that this programme was based on the Institute's own technical team, and did not seek "to dispense with the experience that the Institute had accumulated but to deploy it more readily within the new framework of needs in Latin America and the Caribbean".^{7/} The success of this programme, however,^{8/} was later to be very dependent on the evolution of the first programme.

5. During 1986 work will continue on this New Strategy, centred on the New Institutional Project 1984-1986, originally adopted at the fifth meeting of the Technical Committee (Buenos Aires, May 1983) and unanimously supported at the successive meetings of the Institute's own Technical Committee and at the plenary sessions of the member countries of ECLAC.

6. Its execution, as in 1985, will be based on the installed capacity of the Institute itself and on its capacities for hiring and for rallying and mobilization. It will be conducted in close contact with UNDP, which will continue to give considerable support, especially in training and research, and with DTCD, with which joint activities are already in progress. Thus working relations will continue with various United Nations institutions, along with joint activities with the ECLAC system.

7. Collaboration with the IDB is contemplated in several programmes of advisory assistance in the field of planning, coordination of public policies and projects. There will also be a major programme of cooperation with the IDE of the World Bank, which will be particularly channelled towards the English-speaking Caribbean countries.

8. This proposal incorporates the recommendations of the Fifth Conference of Ministers and Heads of Planning, of the sixth meeting of the Technical Committee of ILPES, of the meeting known as Technical ECLAC, and of the eighth meeting of the ILPES Technical Subcommittee. It also intends to take into account the guidelines of the Regional Programme of UNDP for the period 1987-1991. In this last regard, mention must be made of the activities associated with the strengthening of the systems of planning and coordination of public policies, the improvement or management and administration in the public sector and the public policies for dealing with the crisis.

9. The present document begins with the general guidelines for ILPES`plan of action and its administration and continues with the activities contemplated in the fields of advisory assistance, training and research. Still in the nature of a proposal it contains the activities in progress and the most recent requests from governments, along with the suggestions of ILPES for the execution of new activities.

10. More detailed information on certain topics is given in two annexes. Annex I contains a summary of the activities carried out in 1984 and 1985 and Annex II sets out the financial situation of ILPES in the context of the New Institutional Project.

I. GENERAL DIRECTIVES AND MANAGEMENT OF THE INSTITUTE

11. In 1986 ILPES will continue to carry out a substantial programme of activities, always bearing in mind its twofold institutional character as a permanent United Nations agency and an intergovernmental service institution. Hence, the imbalance between the work requested and the Institute's resources must be reduced, in spite of its considerable capacity for mobilizing personnel from other institutions. It will be indispensable for the governments and the international agencies to continue their efforts to endow it with more technical and financial resources.

12. In particular, it will be necessary to assess the execution of the New Institutional Project 1984-1986 and establish the bases for its renewal. For this it will be crucial to have the active participation of the governments of the region and the support of ECLAC, UNDP and the IDB.

13. ILPES proposes to continue concentrating its activities in the following areas: economic planning and policy; public sector programming and projects; social programmes and policies; and regional planning and policies. In each of these it will need to continue offering services in the fields of advisory assistance, training and research, even if, internally it modifies its technical organization currently centred on these three types of service. Moreover, the four central priority areas will be maintained as guiding frameworks to rank and articulate their different activities; the harmonization of decision-taking in the short, medium and long term; the consequences for planning of the new international insertion of the economies of the region; the impact of the crisis on the two dimensions: society and the internal space of the countries; and the role of the State in Latin America and the Caribbean in the near future, considered from the standpoint of the planning or co-ordination of public policies.

A. Background to the New Institutional Project

14. Since its creation in June 1962 the Institute has been conceived as an autonomous and permanent organization, linked with the United Nations regional system for Latin America and the Caribbean (known today as the ECLAC System). Both attributes --autonomy and permanence-- were established for the Institute when the member governments decided to exercise a more direct and continuous technical supervision and to give it regular financial support.^{9/} This conception, discussed and reiterated on many occasions, was reinforced with the creation of the Technical Committee of the Institute. Three years later, with the formalization of the Conferences of Ministers and Heads of Planning of the region (Caracas, April 1977) ILPES was appointed technical secretariat of this new system of regional co-operation.^{10/}

15. With the creation of the Technical Committee, the Ministers or Heads of the national planning agencies ^{11/} came to constitute the highest collegiate organ of the Institute, considered in its capacity as an intergovernmental institution. The Technical Committee undertook to give it overall guidance and to approve its programme of work, reviewing it every two years; the Technical Subcommittee was created to supervise it in the intervals (See Table 1, Annex I). The two collective bodies reinforced the dual character of the Institute in Latin America and the Caribbean: a multilateral permanent institution of the United Nations system and an intergovernmental service agency, directly guided and controlled by the 37 member countries.

16. For 38 months (since the fourth meeting of the Technical Subcommittee), the New Institutional Project has been in process of consolidation, through greater support for ILPES by the member governments and a decreasing contribution from UNDP. The aim was to introduce a new state in the history of its financing, up to then characterized by an incongruence which was expressed in the dichotomy of permanent Institute and provisional resources.^{12/} In other words, ILPES had reached a critical situation in respect of its dependence on irregular resources to sustain its regular activity. The new governmental support meant the setting up of a regular budget of national contributions to replace the reduced UNDP funds and make possible the fulfillment of the programme of work adopted (See Figure 1, Annex II).

17. It will be recalled that the New Institutional Project 1984-1986 was proposed and unanimously approved in Buenos Aires (fifth meeting of the Technical Committee, May 1983) on the basis of three fundamental principles: austerity, expressed in a rigorous control of the use of the resources; a three-yearly programming of governmental commitments, which would be reviewed in 1986; and the recognition that the national contributions would be recompensed by regular and generic services to all the governments. In other words, they would not be conditioned in each country by the volume of activities carried out there by the Institute in a purely bilateral relationship (Institute member government). It was also recognized that ILPES should maintain a stable technical team capable of covering the whole region and financed on a regular basis.

18. The New Institutional Project is here updated in each of its main parts: that which refers to demand, organization and localization; and that which refers to size. The details on the origin and uses of resources are given in Annex II.

1. Demand, organization and localization of activities

19. From the institutional standpoint, ILPES is confirmed as a multilateral institution of the United Nations regional system and also as an intergovernmental agency associated with the ministries and national planning agencies of Latin America and the Caribbean. More detailed and frequent communication is envisaged between each of the Institute's directive bodies (Technical Subcommittee and Technical Committee) and the governments, which will facilitate the continuous and detailed follow-up of its work. At the same time full control of its administrative and financial management is maintained by the agencies of the United Nations. The aim of the new Unit operating in Trinidad-and-Tobago is to strengthen the Institute's links with all the main institutions of the Caribbean.

20. With regard to the demand for ILPES's services, there have been recent changes in four different spheres. First, the persistence of the international economic crisis continues to cause a natural increase in the need for the technical cooperation that is offered, imposing new pressures on services offered previously and motivating new requests not customary in the past. Second, the reduction of the level of operation of other important agencies of technical cooperation --international bodies or bilateral programmes of support for development-- increased the demands made on ILPES, which frequently required amounts of operational expenditure greater than the Institute could sustain. Third, new responsibilities of the public sector, and especially of the national planning agencies, produced a notable increase in the request for services provided by ILPES. Finally, the new programme of work, introduced at the same time as the application of the New Institutional Project, was very well received by the member countries and gave further impetus to the petitions for cooperation presented to the Institute. Generally speaking, the demand for services was at least doubled during these last years.

21. Respecting the administrative and technical organization, it is proposed that the Institute should continue operating with a General Directorate and with a Technical Secretariat in support of SCCOPALC and that it would maintain its activities of advisory assistance, training and research, even if its internal technical structure is adjusted to the new demands of the current programme of work. Additionally, in view of the interest show by the member countries, service-type activities should be maintained in their three basic forms of access: regular generic services, regular on request and specific by agreement.^{13/} It is also proposed that the existing posts should be reviewed in order to improve the internal promotion system and ensure more efficiency in the processes of management.

22. As regards the localization of its activities, they will continue to be concentrated in the Institute headquarters in Santiago, Chile. It was recognized, however, that a more direct and intensive service would be needed in the Caribbean and in the Central American Isthmus, which implies the establishment in those regions of two specific technical representations.^{14/} Moreover, more rigorous criteria were adopted as to the zoning of the Institute's activities, with a view to distributing them more adequately among the member countries, but favouring the less developed ones. In this connection it is considered essential to have a rotation of headquarters for some of the training activities (regional or national) and the decentralization of some researches, on the basis of centres of higher studies selected from those existing in the member countries.

2. The size of the Institute: a more complex proposal

23. In updating the New Institutional Project it seems desirable to deal in more detail than previously with the controversial subject of the size of the Institute. For this purpose it is of interest to distinguish some causal elements that should be taken into account to differentiate it from those indicators of size which depend on the measurement criteria adopted. The two aspects are treated separately in the following sections:

a) Factors conditioning the size of the Institute

24. In a first approach to the determinants of size, one might inquire into the size of the region served by the Institute, in an approach similar to that of visualizing what would be its population-target. In this regard it should be borne in mind that ILPES cooperates in the solution of problems concerned with the planning and coordination of public policies relating to a population of close on 390 million inhabitants (11% of the population of the Third World), with different ethnic origins. This population occupies a territory of 20.4 million km² (27% of the surface of the Third World).

25. A second approach, in the same direction, would be the economic significance of the Institute's area of jurisdiction. The region generates a product of over US\$ 700 billion (base year 1983), with an average per capita income of around US\$ 1,800 a year. Nevertheless, as is well known, the region has suffered a severe crisis in the last five years, which in 1985 continued to show some signs of intensification. The per capita income was 9% less than in 1980,^{15/} which signifies a return to the levels of 1977. The signs of domestic imbalance continued, reflected in the fact that "the simple average rate of consumer price increases rose from 164% in 1984 to 610% in 1985, while the rate weighted by the population rose from 185% to 330%"^{16/} Moreover, as ECLAC observes, "the meagre progress in

economic activity was accompanied in 1985 by a marked deterioration in the results of the external sector". A clear example is the renewed increase in the ratio debt-exports, which had fallen to 316% in 1984 and rose to 340% in 1985. The magnitude of the regional crisis --which need not be discussed here-- is a recurrent feature of the problems encountered by regional development, which calls for a certain minimum of intertemporal planning and coordination of public policies. The crisis affects the terms in which the dimensions of ILPES should be analyzed, since it is an institution created with specific reference to the planning and programming of economic and social policies.

26. A third aspect related to the political-administrative organization of the area: there are 37 member governments of ILPES, including four associated members. In at least half of them the national planning agencies have ministerial "status" and practically all play a significant role in the conception and application of the development policy of their country 17/ (See figure 2, annex II).

27. A fourth element, probably more subtle but not less determinant in the measurement of the Institute's capacity for work, relates to the thematic diversity and complexity of its programme of work. This programme includes the four spheres of speciality (planning and co-ordination of public policies; programming and projects of the public sector; social programming and policies; and regional planning and policies); the three types of technical activity (advisory assistance, training and research); and the three service-type activities in relation to their accessibility (generic regular services, regular services on request and national petitions under agreement). During the 1980s its work should be directed towards its four central priority subjects (articulation of decision-making in the short, medium and long term; follow-up of the external framework of the regional economy; impact of the crisis on the social dimensions and on the internal spatial dimensions of the country, both on substantive development and, indirectly, on the adjustment policies; and, finally, the role of the public sector and decentralized administration on the orientation of the development process). In sum, in these different ways, the Institute must approach the subject of development as a historical phenomenon, concrete and indivisible, and therefore its approach to it must be essentially interdisciplinary in character. Needless to say, this thematic complexity makes it difficult to measure and put into operation the working capacity --installed or mobilized-- of ILPES.

28. As a result of this thematic dimension, the Institute's overall area of activity transcends its area of jurisdiction and calls for an extension of part of its activity on an intercontinental scale, covering a broader spectrum within North-South relations. In this

sense, the range of countries associated with the Institute amounts to over 50, which represents, on a world scale, a third of the States-members of the United Nations.

29. A fifth element is that the Institute must articulate closely with its member countries in its capacity of Technical Secretariat of SCCOPALC, which demands a continuing contact with the National Planning Agencies and the Ministries or Secretariats of Foreign Affairs of the 37 member governments. At the same time it must channel these contacts through the seven regional suboffices of ECLAC and the 28 field offices of UNDP, agencies which represent the Institute throughout the length and breadth of the region.

30. A corollary of these two situations is that the Institute is obliged to work on a regular basis in four languages --Spanish, English and French (official) and Portuguese.^{18/} On other occasions it operates in areas of another three: Italian, Dutch and German. This aspect of its work frequently presents complications, especially in the broadly-based fora of Ministers and Heads of Planning (Conferences and Technical Committees), at which it is necessary to distribute documents in the three official languages and provide a simultaneous translation and reproduction service in all of them during the period of the meetings.

b) Criteria and indicators of size

31. As already said, it is clear that the concept of the size of the Institute depends on the criteria adopted to measure it. Generally speaking, there are four ways in which it can be measured: by its products, by its interinstitutional articulation, or by its inputs; in this last case a distinction might be made between its material and human resources and its financial resources (see respectively paragraphs 32, 33, 34, 35 and 36).

32. In the first case --measurement by production-- the simplest approach would be to remember that the Institute (base 1985) provides direct advisory assistance to 14 countries of the region; initiates around 20 training events per year (which represent 90 weeks of activity owing to simultaneous courses, in which instruction is given to at least 500 high-level professionals from close on 25 countries of the region), and maintains regular research on approximately eight broad subjects, the results of which are usually included in the different series of ILPES publications, which during 23 years have exceeded an average of 20 a year. These figures give an initial idea of the volume of technical results regularly produced by the Institute.

33. In the second case, referring to the Institute's interinstitutional relations, two types of entities must be distinguished: those which figure as "clients" and acquire or receive the services of the Institute; and those with which the Institute is associated to promote or implement joint activities. As a rough guide, it may be mentioned that ILPES maintains regular relations with 50 countries (see paragraph 28), with 75 ministries (of the member countries), with around 28 offices of UNDP, with 26 universities and research centres and with 65 other international or national institutions concerned with development, planning and policy; it co-ordinates its work with some 20 substantive divisions of ECLAC and its seven sub-regional offices; and works, as already said, in conjunction with some dozens of departments of other agencies for technical or economic co-operation, with which it has collaboration agreements. Taken together, the interinstitutional relations of ILPES --both in its capacity as a supplier of services and in terms of its co-ordinated work with other agencies-- constitute a diversified and complex range, which calls for continuous and highly intensive work in respect of technical and administrative contact.

34. As regards the indicators of size in relation to inputs, attention must be drawn to the chief of these, which is the usual object of any inquiry into the installed capacity of ILPES. How many technicians has the Institute? Despite the straightforwardness of the question, the answer is not so simple. The underlying intention is usually to discover the size of the central technical team which ensures at headquarters the regular execution of the programme of work. The New Institutional Project sought to constitute this team with 25 international high-level experts, the minimum needed to carry out the activities contemplated. Nonetheless, not even this minimum total has been reached a circumstance which runs counter to the factors which should determine the dimension of the Institute (paragraphs 25 to 30) and to its other indicators of size (paragraphs 30 to 33). At all events, the Institute's capacity for work --since its beginning-- depends on other elements, as is set out below. Throughout the course of its history, the Institute's central team has always been small.

35. The Institute's capacity for work is based on the articulation of a set of technical resources which, although they are of different origin, represent a considerable potential if adequately co-ordinated. First, the Institute's international technical team at its headquarters, to which should be added the local professionals and specialists (see Table 4, Annex II); second, the experts and specialists hired during the course of each year (around 50 on average); third, the high-level professional personnel obtained from other international agencies or --in the majority-- from ECLAC itself (a number varying between 80 and 100 each year); fourth, some experts of extremely high level who, in small numbers, are obtained through institutional agreements or from non-member governments, who join the

other professionals mentioned above to carry out joint activities; fifth, experts associated with the Institute for varying periods of time (6 months to 3 years), both from international agencies (PAHO, for example) and from non-member governments (e.g. Belgium, Japan, etc.) and from national entities (University of Heidelberg, CIDE, etc.); and sixth, personnel from counterpart national projects (of advisory assistance, training or research) which are associated with the Institute's technicians to carry out activities in the field.^{19/} As a whole, this personnel exceeds 200 professionals a year, which represents a notable capacity for technical work.^{20/}

36. In the recent intergovernmental fora (Technical Committee and Subcommittee) it has been unanimously recognized that the technical decapitalization that the Institute has suffered in recent years must be halted (See Table 4, Annex II). This, however, is only possible if the regular resources at the disposal of ILPES for its current activities are restored to an adequate level. This point relates to a final indicator of size: the mass of financial resources available to the Institute year by year. The New Institutional Project forecasts a regular amount of around US dollars 4 million annually (in U.S. currency at 1983 prices, since it would be necessary to review this limit for 1987 and the following years in order to restore the envisaged amount in real terms). These aspects are treated in greater detail in Annex II.

B. The framework of SCCOPALC

37. Within the framework of SCCOPALC preparations will be made for the Sixth Conference of Ministers and Heads of Planning (Havana, Cuba, first quarter of 1986) and the tasks will be implemented which were recommended by the Fifth Conference (Mexico, April 1985).

38. Special importance will be attached to a number of technical studies designed to prepare a wide-ranging regional debate on the occasion of the 25 years of ILPES, which will be completed midway through 1987. It is considered that this event will offer a suitable opportunity for making a balance of the topics of interest to the national planning agencies, with a view to assessing the experiences undergone by the region in the decades of the 1960s and 1970 and the early years of the 1980s.

39. Work will continue in conjunction with CLADES on the INFOPLAN system and the promotion of horizontal co-operation will be pursued, but as far as possible linked directly with ECLAC. The policy of decentralizing the Institute will continue, through the strengthening of the activities of the new ILPES Unit for the Caribbean and the reinforcement of support in the Central American Isthmus.

40. In its capacity of Technical Secretariat to SCCOPALC, the Institute is preparing to support mechanism suggested in this forum and joint activities might be considered with a view to carrying out joint priority studies among countries of the region. The initial areas mentioned for this intergovernmental technical activity were the following: a) municipal development and planning; b) problems of the economic recession and models of short-term policies; c) problems affecting social development, including the exchange of actual experiences in this field; and d) study of the intergovernmental financial transfers, in order to clarify the more recent experiences in respect of fiscal decentralization and co-ordination among the main public budgets (including decentralized administration and public enterprises).^{21/}

C. The improvement of management

41. With reference to the General Direction of the Institute, the year 1986 may represent the coming to fruition of its main programmes. In particular, there should be a consolidation of the greater part of the programme on administrative modernization, which is divided into four new subsystems, based on electronic data-processing. To this end, it should be noted that an analysis of the Institute, on the basis of what is postulated in sciences of administration, enables four broad spheres of activity to be identified ^{22/}: financial, interinstitutional relations, ^{23/} human resources ^{24/} and production of services, the last being that which more directly conditions the activities aimed at by the Institute. The activity of "General Direction" implies --in this order of ideas-- an adequate co-ordination of these four spheres and the attempt to raise on a permanent basis their level of joint performance.

42. From the standpoint of computational support each of these subsystems has its own "package of programmes", obviously amounting to a total of four, which will have to be executed in co-ordination.^{25/} Taken together, they must enable the Institute to achieve at least the following objectives: to improve technical performance throughout all the activities executed and, consequently, to collaborate in raising the level of quality of the services provided; to introduce a rigorous accounting of costs, geared both to the United Nations official accounting system and to each specific system of accounts adopted project by project;^{26/} to facilitate the policy of austerity in expenditure, without compromising the minimum levels of operation desirable in each sphere of activity; to improve the production of regular reports to the United Nations, to the directive inter-governmental agencies (Technical Committee and Subcommittee) and to the member governments through a more comprehensive, reliable and timely supply of information; to facilitate a permanent and up-dated

equipment of the administrative personnel of the Institute in new management techniques within an internal effort of professional appraisal; and to save costs of operation.

43. The completion of the small computer mechanism of the Institute --already almost entirely financed by the budget of 1985-- will enable the most substantive part of these programmes to be computerized, probably in the course of the first half of next year. It may also be possible at the same time to amplify the range of services that the Institute can supply to its member governments, above all in the operation of the national planning agencies.27/

44. Finally, as regards the programme of improvement of technical performance, some of the advances made in 1985 are set out in a separate report (see Annex I) and some of those envisaged for 1986 are indicated further on. Moreover, their dependence on the New Institutional Project 1984-1986 is the subject of a special discussion in another paper (see ST-VIII-4). Only two comments need to be made here: first, the progressive computerization of the new system of administrative modernization will create even more favorable conditions for consolidating this programme; and, second, the year 1986 should be used to remedy certain delays in this field caused by a reduced capacity to hire expert professionals, which during the period 1984-1985 was considerably less than had been envisaged and accepted unanimously by member governments (Buenos Aires, May 1983).28/

II. ACTIVITIES IN THE MAIN TECHNICAL AREAS

A. Activities of the Direction of Advisory Service Programmes (DAP)

45. The activities in technical co-operation carried out by the DAP during 1986 are presented disaggregated by countries, several of them being a continuation of work in 1985. This applies to Belize, Brazil, Costa Rica, Chile, Ecuador, Honduras, Paraguay and the Dominican Republic (see Annex I).

46. Respecting the new activities envisaged an agreement has already been signed for technical co-operation with the Dominican Republic, financed by the IDB (which will continue until 1987); a technical co-operation agreement with Guatemala is in process of being signed, also financed by the IDB, and agreements are being negotiated with Argentina, Colombia, Peru and Uruguay.

1. Argentina

47. The Secretariat of Planning, dependent on the Presidency of the Republic, has requested the collaboration of ILPES during the biennium 1986-1987, in the development of various activities connected with the preparation and application of the National Development Plan 1985-1989. This technical co-operation would be financed by the World Bank and UNDP, organizations with which conversations were begun in 1985. This possible agreement will include activities in the following areas:

(i) Public investment: Collaboration in the preparation of the Public Investment Plan 1986-1989, which in general terms will involve --among other tasks-- an analysis of the institutional aspects of the programming of public investment and an examination of the process of execution of an investment project from its identification up to its application; the uniform calculation and use, according to the methodologies adopted, of national parameters of economic and social assessment of projects; the setting up of a national pre-investment fund; and the drawing up of training courses in the evaluation and administration of investment projects and programming.

(ii) Macroeconomic planning: In this field joint work would be done on the preparation of quantitative models of global and sectoral projections, as well as models of harmonization of medium-term programmes with short-run policies. Particularly important in this context is the preparation of sectoral programmes and policies, especially as regards the industrial sector, subject to a prior analysis of its present installed capacity and desirable technological features.

(iii) Social planning and policies: This involves research into options for applying processes of territorial decentralization conducting to greater efficacy and a more equitable distribution of resources.

2. Belize

48. During 1985, with the financial support of UNDP and in coordination with DTCD, ILPES collaborated with the Government of Belize in the formulation of the Five-Year Development Plan 1985-1990. In 1986 this co-operation will continue in putting the Plan into practice, for which assistance will be given in the preparation of a plan of execution which will enable the objectives and goals of the Development Plan, disaggregated on an annual basis, to be instrumented. At the same time work will be done on the strengthening of the planning capacity of the public sector, with special emphasis on the development of methodologies and techniques of economic programming and, above all, on the systematic preparation of policy measures and development projects for the agricultural and tourism sectors.

3. Brazil (State of Bahia)

49. In the second half of 1985 the Technical Co-operation Agreement signed by ILPES and the Secretariat of Planning, Science and Technology (SEPLANTEC) of the State of Bahia was prolonged for a year. The co-operation has been directed towards the establishment on an information system on basic statistics of regional social accounting, with special reference to the preparation of the production accounts by types of economic agent, the public sector accounts, the measurement of gross capital information and a calculation of the distribution of personal income.

50. During 1986 the design of the planning information system will be completed, including an estimate of the gross domestic product (GDP) by sectors of economic activity for the period 1975-1984, and the preparation of a matrix of public sector accounts by origin and destination of the federal transfers. Additionally, work will be done on the preparation of a series of short-term indicators with a view to feeding the construction of a model of conjunctural analysis for the Bahian economy.

4. Colombia

51. At the request of the National Planning Department of Colombia and with funds from UNDP, ILPES will support the Urban and Regional Development Unit of this institution in order to strengthen its operational capacity in the sphere of municipal administration and the integral planning of local development, in an attempt to establish a close relationship with the departmental, regional and national levels of planning. In the context of a new projected law on

municipal government, which is being studied in the Colombian Congress, progress will be made in the study on forms of community participation in local programmes, municipal facilities for making contracts and, in parallel, the study of alternative forms of administrative decentralization.

52. For this last purpose and working in close relation with the selected municipalities, the Institute will collaborate in the formulation of local development plans, the establishment of criteria on municipal investment priorities and the study of forms of coordinating the measures planned at municipal level with the policies of departmental, regional and national development. Additionally, the possibility is being studied of collaborating with the National Planning Department in a project for marginal zones, the first phase of which is being developed in Bogotá, and in a programme for frontier development, which would include the preparation of specific plans for the zones of Cúcuta, Maicao, Pasto, Ipiales, Chocó and Amazonas.

5. Costa Rica

53. In 1985 and with funds from UNDP, ILPES collaborated with the Government of Costa Rica, and particularly with the Ministry of National Planning and Economic Policy (MIDEPLAN), in the definition and formulation of medium-and long-term development strategies aimed at establishing the necessary harmonization with the short-term economic policy measures. At the request of the Government the technical co-operation has centred, and will continue to be thus channelled during 1986, on the formulation, design, assemblage and application of a macromodel of the performance of the Costa Rican economy for predictive purposes and to achieve coherence between different macroeconomic variables relating to the short and medium term. For this an attempt will be made to strengthen the systems of generation and processing of quantitative and qualitative data, in such a way that the proposed model will be a suitable input for the designing of the medium-term plans and strategies that are being formulated.

6. Chile

54. In the course of 1985 ILPES with financial support from UNDP, co-operated with the Government of Chile in activities relating to local and municipal planning, with special emphasis on the linkage of the latter with the national levels of planning. The aim is to give special importance to the formulation of projects and policies of social development at municipal level for which it is essential, in this context, to review the forms and effectiveness of municipal management for the achievement of these proposals.

55. This project is reinforced by the new tasks at local level imposed by the recent earthquake of 3 March 1985 which affected the central zone of the country, tasks which demand of the municipalities a greater capacity to assess the different investment options available for the programmes of reconstruction and provision of the basic social services of the community. The Institute will endeavour to continue collaborating in these activities in accordance with the specific requirements of the Government.

7. Ecuador

56. ILPES has been collaborating with the Ecuadorian Government, and will continue to do so during 1986, in two basic areas of work:

(i) Municipal planning: With funds from UNDP and in co-ordination with the DTCD the Institute has co-operated with the Ecuadorian Government, through the National Development Council (CONADE), in the linkage of local and municipal planning levels with the National Development Plan. In this context, policies of support for the municipalities of the country have been in process of formulation, delimiting the strategic areas of sectional development which should be included in the national plan. In order that the sectional governments may play an important role in the satisfaction of the basic needs of the population within the framework of wider aims of social development, priority has been given to the following spheres of work: a) administrative decentralization by the State and strengthening of the institutional and operational capacity of the sectional governments; b) urban development and equipment; c) rural development of the peasantry and attention to dispersed population groups; d) supply of goods and basic products to the population; e) progressive housing and self-help in construction; and f) citizen consultation and integration in community development.

(ii) Rural planning: With the financial support of the Inter-American Development Bank (IDB), ILPES has signed a technical co-operation agreement with the Secretariat of Integral Rural Development of the Presidency of the Republic (SEDRI) in order to contribute to the institutional strengthening of this latter entity. This means the development, from 1985 and continuing in 1986, of the following areas of work: a) formulation of methodologies for the programming, formulation and design of integral rural development projects; b) execution and administration of projects; and c) assistance with specific items linked with the IRD projects, such as aspects of health, housing, education and others.

57. This last project has been in preparation in the city of Quito, at the national level, and in the city of Loja, which has been selected as a pilot case study. The technical co-operation has been centred on the conceptualization of the IRD projects as a set of investments and measures designed to improve the living conditions of

the inhabitants of the region, with their own active participation. Particularly important in this regard are the efforts made, through the IRD projects, to raise the levels of employment and increase the physical productivity of the land and of labour with a view to achieving a significant improvement in the levels of income and well-being of the population.

8. Guatemala

58. During 1985 ILPES negotiated a technical co-operation agreement with the General Secretariat of the National Council for Economic Planning (SEGEPLAN) of Guatemala, the purpose of which will be the execution of a programme of technical and institutional strengthening of the national planning and project systems of the aforesaid body. It is hoped that the agreement, which will be financed by the Inter-American Development Bank (IDB), will begin to function in 1986; its aim will be to strengthen technically and institutionally the mechanisms of the pre-investment, sectoral programming and investments at central level in SEGEPLAN and at sectoral level in the main agencies that carry out the projects.

59. Additionally, the institutional organization of the planning and project systems will be analysed, improving the existing data-processing system for the follow-up of the physical and financial implementation of investment programmes and projects. The practical objectives of the project are the following: a) preparation of the public investment programme for the period 1986-1990; b) identification of pre-investment needs associated with the public investment programme; c) design of a system of control for the execution of projects; and d) reorganization of the operation of the national planning system.

9. Honduras

60. During 1985 and with the financial support of UNDP, ILPES collaborated with the Technical Secretariat of the Higher Council of Economic Planning (CONSUPLANE), in the preparation of the development plan for 1986-1990. Particularly significant is the collaboration which, at the Government's request, has been provided in the drawing up of Global Development Strategy for the period 1986-1989, which calls for a detailed analysis of the potential growth of the productive sectors, the determination of the policies, instruments and measures which will enable the different strategic lineaments to be instrumented, and the identification of a set of economic and social programmes to sustain the strategy adopted. The foregoing will require at the same time the setting up of a system of effective and timely information to provide a constant supply of quantitative and qualitative data for the studies needed both for the formulation of the strategy and for the continuous adjustments that will have to be made to the development plan.

10. Paraguay

61. During 1985, with funds from the Inter-American Development Bank (IDB), with contributions from UNDP and in co-ordination with DTCD, ILPES signed a technical co-operation agreement with the Technical Secretariat of Planning, dependent on the Ministry of Finance, for the execution of one of the subprogrammes contained in the Programme of Institutional Strengthening in Priority Areas of the Public Sector, which relates to the formulation and follow-up of policies and programmes and the establishment of an inventory of technical co-operation projects.

62. The co-operation has been specifically aimed at the execution of the following activities, which will continue in 1986: a) the preparation of macroeconomic models for the follow-up and analysis of the trends of the national economic situation and the execution of conjunctural projections; b) the preparation of the annual economic budget, which will take as reference the results obtained from the application of the macroeconomic models formulated and which, in conjunction with the public sector budget, the monetary budget and that of foreign exchange, will shape the basic instruments for the annual operational planning; c) the design and application of a system of information for planning; and d) the preparation and maintenance of an inventory of technical co-operation projects which will make possible better co-ordination, control, non-duplication and ranking of the projects in accordance with the development needs of the country.

11. Peru

63. With the probable financial support of UNDP, ILPES and the National Planning Institute are studying the application of a technical co-operation project for the period 1986-1987 aimed at the strengthening of the National Planning System of Peru. The technical co-operation supplied will be oriented towards the establishment and adjustment of a new organizational structure of the National Planning System which will make possible, on the one hand, the strengthening of the capacity of public administration in the areas of critical activity as determined and, on the other, the application of the planning methodologies which are most suitable for overcoming the economic and social problems imposed by the current national and international conditions.

64. Specifically, the following activities are envisaged: a) analysis of the institutional organization of the National Planning System, of its system of generating, updating and processing qualitative and quantitative information, and of its forms of channelling among the different global, sectoral, regional and microregional entities that compose it; b) analysis of the techno-political bases that make possible an effective process of regional decentralization, which

should be accompanied by firm proposals regarding the forms and alternatives of regional financing for the support of the local and microregional development programmes; c) analysis of the forms of gestation of global, sectoral and regional planning, including an attempt to solve the problems that delay its progress and a forecast of the technical and political support that will be required for its effective implementation, from which can be deduced the need to propose methodologies and techniques of planning and data-processing that will permit the achievement of the development aims proposed, whether of a global or regional nature or for key sectors of the economy; and d) analysis of the actual body of laws and regulations on which the National Planning System is based and which may represent a structural obstacle to their eventual modifications.

12. Dominican Republic

65. ILPES will collaborate with the Dominican Government during 1986 in two basic areas of work:

National planning: In the course of 1985, with the financial support of the Inter-American Development Bank (IDB), ILPES signed with the National Planning Office (ONAPLAN) a technical co-operation agreement negotiated in the previous year, for the technical and institutional strengthening of the national systems of planning and projects.

66. The project, which will be carried out during the period 1986-1987, will have the following aims: a) to strengthen technically and institutionally the mechanisms of pre-investment, sectoral programming and investments, at the central level in ONAPLAN and at the sectoral level in the main bodies responsible for investment projects which form part of the National Systems of Planning and Projects; b) to develop and systematize the linkages between the various departments of ONAPLAN and the sectoral and decentralized agencies responsible for the execution and control of projects; and c) to improve the existing information system for the selection, programming and follow-up projects, both in physical and financial aspects, as well as the determination of the specific role of ONAPLAN in the system of programming, execution and control of projects, and that of the executing agencies. The aforesaid measures will help to prepare the biannual programmes of public investment in consonance with the diagnoses of the different sectors and the global growth targets of the Dominican economy; they will contribute to the design of a system of basic indicators relating to the programming of investments and will help to determine methodologies for the design of alternative guidelines for the sectoral and global investment policy.

67. Local planning: Since 1985, with the financial support of UNDP, ILPES has been collaborating with the Technical Secretariat of the Presidency in a programme of municipal development and planning

destined to reform and modernize the legal, administrative, institutional, economic and political structures of the Dominican municipalities. The aim of the programme is to produce solutions and alternatives for action which will strengthen the institutional, administrative and operational capacity of the local governments to integrate them dynamically in a possible national system of municipal planning and development, in the national plan and in the decision taking spheres of the political system.

68. With these objectives in view, the following activities will be undertaken: a study on the administrative reform of the local bodies; the creation of the Permanent Institute for Municipal Development and Improvement; the preparation of a subsystem of information for municipal planning; the legal, economic and financial reforms needed for the transfer of responsibilities and resources to the local governments; the institutionalization of the channels of citizen and community participation; and the determination of the key spheres of action, such as, for example, human settlements, infrastructure and services, industrial location, etc.

13. Uruguay

69. With the financial support of UNDP, ILPES will collaborate during 1986 with the Office of Planning and the Budget of the Presidency (OPP) in the preparation of the plan of action for 1986-1989. The technical co-operation of ILPES will be basically centered on the following: a) macroeconomic global harmonization through a methodology of the type of "integrated economic framework"; b) an active participation in the preparation of the chapters relating to social sectors; c) similarly, an active participation in whatever relates to regional planning in the document.

B. Activities of the Direction of Training Programmes (DTC)

70. The programme of work of the DTC has been designed to deal with the areas and priorities indicated by the member governments. Their continuing task will be the running of the Central Course, which, following its latest restructuring, is in great demand by the governments. At the same time, numerous advanced and special courses and seminars will be organized, collaboration with academic centres will be reinforced and various other activities will be undertaken. Details of the main activities contemplated for 1986 are given below.29/

1. Basic International Course: Twenty-seventh International Course on Development, Planning and Public Policies

71. The Course that will be offered in 1986 has been updated in its orientation and substantive content as well as in its didactic approach. Its central aim is to analyze systematically and stimulate discussion and reflection on the problems affecting the current situation and on the development possibilities of the Latin American and Caribbean countries. Emphasis is placed on the effect of the international crisis on the processes of economic and social policies adopted at national level. The purpose of the Course is to complement the technical training of young professionals, increasing their qualification for the conception, design and execution of public policies and, in particular, developing their capacity to integrate them coherently with the national aims in the economic, social and political-spheres.

72. Moreover, the Twenty-seventh Course is probably unique among academic programmes in assembling as participants/observers, or as teachers/lecturers, professionals coming from close on 20 countries in the region, practically all of Latin American origin. Both in its curricular activities and in those of a para-curricular and extra-curricular nature, this Course provides an exceptional opportunity for regional interaction, surely most important for the formation of a common awareness of the problems of Latin America and the Caribbean (see details in the appendix at the end of this document). The venue of this Course remains in Santiago, Chile.

73. The Course is programmed to last 24 weeks and comprises three blocks of subjects, with a total of 620 hours of classes. The main subjects of the first block are: analysis of the economic structure of the region; the economy of Latin America in the 1980s; interpretation of the historical development; State and development; theory and practice of planning; processes and instruments of economic policy; and public sector policies and management.

74. The second block comprises a set of subjects which include the following: external imbalances and policies of the external sector; domestic imbalances and stabilization policies; agricultural development and strategies; industrial development and strategies; science and technology in development policies; generation of productive employment; social problems and policies; and allocation of public resources.

75. In the second part of the Course the participants are divided into two groups according to its specialized options --global planning and regional planning-- which are conducted simultaneously. The specialized course in global planning is devoted to an analysis in depth of the concepts and techniques of planning including the following main themes: macroeconomic programming, forecast of the

external setting, the central economies, negotiation of the debts and programming of the external sector, public enterprises, analysis of the economic recession, macroeconomic control of plans and short-term programming.

76. The specialized course in regional planning seeks to increase the ability of the participants to formulate public policies which will lead to greater social and territorial equity in the benefits of economic development. This specialist course includes the following topics: interpretation of the processes of regional development; instruments of regional analysis; theory and practice of regional planning; planning of rural space; institutional aspects of regional planning; instruments of regional economic policy; and financing of regional development.

2. Workshop Courses on Current Problems in Latin America and Alternative Development Strategies

77. In 1983 ILPES instituted a new type of course, more intensive and advanced, which, under the title given above, was designed to support the effort of reflection in the countries of the region regarding the present crisis and the possibilities of overcoming it. In that year it was held in Santiago and in Mexico; in the latter case it had the support and direct participation of the Centre for Economic Research and Education (CIDE). In 1986 it is proposed to hold the fourth workshop Course with CIDE (in Mexico), open preferably to professionals from Mexico, from the countries of the Central American Isthmus and the Spanish-speaking Caribbean. In parallel, it is planned to restore the series of workshop courses for South America, holding a second one, this time in Brasilia, D.F., with the direct participation of CENDEC/SEPLAN and the support of the Federal Universities of Rio de Janeiro and Brasilia.

78. With this type of workshop courses it is hoped to provide an opportunity for joint reflection between lecturers and participants on the most topical aspects of the crisis of the 1980s and on the need to modify the role that Latin America should play in the coming decade, considered within the framework of the world economy. The Workshop Course is structured on the basis of three blocks. In the first the following themes are discussed: interpretations of the process of Latin American development; society, State and development; the external framework of the development process; and the planning and process of development. The second block is devoted to the analysis and discussion of three groups of current policies: global, including the macroeconomic price policies and inflation, foreign trade and exchange-rate policy, monetary and financial policy and, lastly, employment and wage policy; sectoral, with emphasis on the agricultural and industrial sectors; and regional, relating to the internal space of the countries. The third block concentrates on

development strategies and examines alternative global strategies in different time horizons and national strategies, centred on an analysis of actual cases in the economies of the region.

3. Seminar Courses on Foreign Trade Policies

79. In 1986 work should continue, with the direct support of ECLAC, on the series of seminar courses which ILPES introduced in recent years to meet, on very practical bases, the regional demand for more systematic knowledge of current foreign trade policies. In point of fact, the forecasting of external economic relations, the search for an advantageous insertion in the international economy and, in relation to this, the programmes of foreign exchange generation and saving, along with their efficient allocation in each national economy, become the central elements of strategies to weather the crisis.

80. This effort calls for effective measures for the reorganization and development of foreign trade policies, incorporating those experiences that best illustrate the management of the external sector in the region. This course lays stress on an analysis of how the policies of the external sector are linked with the overall process of development in a context of weak economic recovery worldwide, of an increase in the barriers to trade, of financial restrictions and rapid technological change. Its aim is to present a general and updated picture of the new elements in foreign trade policies, taking into account governmental practice in recent years, the real options available to the countries of the region and the challenges put forward at the most recent regional and international meetings on the subjects.

81. The sessions of the Seminar Courses will invite participation, stimulating the exchange of national experiences and the joint search for viable and creative responses with regard to trade policies. Each Seminar Course is divided into four blocks of subjects. In block A discussion groups will review the main trends of the world and regional economies. It includes the following sections: the world economic situation and that of Latin America. Block B deals with the evolution and perspectives of international trade and the international commercial system, and is centred on international trade in primary commodities, manufactures and services. In block C the commercial and financial relations of Latin America are considered in relation to the rest of the world. The following subjects are included: commercial relations with the United States and other developed areas (the European Economic Community, Japan and the socialist countries); relations with developing countries; Latin American co-operation and integration (intra-Latin American trade); and the external debt, adjustment and external financial relations.

82. The final block provides elements for a balance of regional experiences in relation to foreign trade policies, including treatment of the following topics: export promotion; commercial instruments and policies; and external sector strategies. In general the applicants for this course are officials of institutions such as Ministries of Planning, Economy, Finance, Industry and Trade, Central Banks and public bodies directly associated with the subject of trade strategies, macroeconomy and economic development, including university lecturers and professional from research centres.

4. Courses on Planning and Environment

83. Another important line of training that should be pursued in 1986 relates to the courses on development and environment, which ILPES supports in collaboration with the Joint ECLAC/UNEP Unit on Development and Environment and different regional or national agencies associated with the subject of the environment. These courses are basically interdisciplinary exercises of analysis of the main challenges relating to the inclusion, in the traditional analyses of development, of one of the fundamental contemporary issues, namely, the environment. The argument is that in the context of the present world crisis there is also an environmental crisis, which constitutes a vital factor in the global crisis. Thus the issue of the environment implies new requirements, theoretical, methodological and practical, for the formulation of alternative development strategies.

84. This circumstances makes it necessary to consider aspects such as the interrelations that arise between development strategies and the physical reality of the natural medium. It entails a consideration of an economic circuit amplified in time and space, which would include the rational utilization of total resources, both material and energy-related, the management and use of the residues of economic activity and the requirements of the quality of life. It is indispensable to introduce a long-term horizon which will make possible a sustained development, firmly based on the real resources of the countries and taking account of the quality of the natural and man-made environment. The possibilities offered by development planning for the solution of society's basic problems are discussed, particularly those concerning the use of resources and the protection of the environment and the quality of life, taking as an important institutional frame of reference the mixed character of the economies of the region.

85. The subjects dealt with in these courses include general topics concerning the environmental problem, in its social and natural (ecological) aspects; development and the environment; long-term policies with environmental aspects in areas such as human settlements, use of resources, science and technology, international

relations and planning of river basins; interrelations between the environment and planning and the process of decision-making in an integrated and long-term context; and, finally, the natural and man-made environment with regard to its impact on the execution of practical projects. The courses programmed have different emphasises: the first, "Environmental Management and Development Planning" (six weeks), deals with methodological questions; the second, "Planning and Environment", concentrates on case studies.

5. Courses on Social Policies and Programmes

86. Throughout its 23 years ILPES has accumulated wide experience regarding training in social policies and programmes. In addition to its traditional work in this field it has recently (1984) introduced a course on social planning especially for non-governmental organizations. In 1986, a third course on this subject is contemplated.

87. The modernization associated with industrialization and urbanization that has taken place in the region has led to a more diversified and complex interaction between the State and the civil society. The United Nation system proposes to amplify its collaboration with the different types of social institutions in the region in the belief that the growing difficulties of social and economic development call for a framework of action that goes beyond the purely government institutions. ILPES associates itself with this effort in offering this course, which has the following objectives: to train professionals and directors of non-governmental organizations concerned with social development in the framework of social planning, with special emphasis on the areas of policies and projects; to collaborate in the improvement of the mechanisms of planning and assessment of social projects used by these institutions; to emphasize the need to take measures in favour of the groups living in a state critical poverty and to promote the diffusion and exchange of information in connection with their own methodologies and guidelines for action.

88. In the course to be offered in 1986 an overall and summarized exposition will be made of present knowledge and the main controversies on economic development and social planning, including a review of the basic instruments of economic and social policy, and an analysis of the possible practical application of the theories and methods of social planning in the Latin American situation. In this context a more detailed analysis will be made of the following topics: the social framework of Latin American development, including the processes and structures in less developed societies and the social agents; State, civil society and political society; the political system; the political dynamic, alliances and conflicts of groups and classes; the State as governmental apparatus (public administration); the State as organ of decision-taking; the State as political space (centralization and decentralization); the State and

planning; public participation and democratic development: options and challenges, strengthening of the civil society (social organizations); current social problems: development styles, consumption patterns, poverty and marginality, stratification and social mobility, urbanization; employment, education and income; interpretations of the Latin American development process; planning and public policies in Latin America; social planning and sectoral policies, with emphasis on health, education, housing, social security, nutrition, recreation and culture; problems connected with the life cycle and selection of target populations: infancy, old age, women and critical poverty. The course will culminate with a comprehensive view of the techniques of preparation and assessment of social projects and the techniques of social planning.

6. Information Course on Latin American Development

89. In 1986 ILPES proposes to offer the seventh course on this subject, pursuing a pioneer effort to improve the knowledge of Latin America in European circles. Up to 1984 the series of courses took place in Madrid and since 1985 a summarized version is also offered in Barcelona. In both cases support and financial aid are provided by the Instituto de Cooperación Iberoamericana (ICI) of Spain.

90. As in the previous versions, the Course will seek to present to a selected group of interested persons coming from Spain and other EEC countries a systematic and documented knowledge of aspects of Latin American development. The objectives will be the following: to improve knowledge and promote discussion on the problems affecting Latin American development; to present and discuss the main theses on Latin American development and the impact on the region of the present world crisis which have been put forward in ECLAC and in academic and political circles in the region; and to examine the alternative development strategies actually under discussion in Latin America. Year by year, in pursuance of this task, ILPES has sent to Europe selected and diversified groups of Latin American experts and intellectuals, whose work has resulted in a programme which now, in its sixth year, enjoys considerable prestige.

7. Interinstitutional Agreements

91. During 1985 contacts were maintained with various national and international bodies with a view to initiating co-operation programmes in training activities. This has resulted in several agreements whose basic features are summarized below:

(a) With international agencies and countries outside the region

i) ALADI - It was agreed to hold a joint seminar course on Latin American economic integration, which will take place at ALADI headquarters in Montevideo, Uruguay, during 1986.

ii) IDB - Discussion has continued on the feasibility of a joint project of training activities in areas such as public sector administration, regional development and foreign trade. A new version of this project will be submitted to the consideration of the IDB during 1986.

iii) World Bank - It has been agreed to pursue during 1986 the joint training activities for the English-speaking subregion of the Caribbean.

iv) CERUR (Israel) - Co-operation in training activities, restarted in 1984, will continue, there being planned for 1986 a joint course on agroindustrial planning and the exchange of lecturers for the courses which the Centro de Estudios Regionales Urbano-Rurales (CERUR) and ILPES will hold in Rehovot and Santiago, Chile, respectively.

v) CIDES-OAS (Argentina) - A joint programme is contemplated in training activities in social planning, which will probably take place in different countries of the region.

vi) Latin American Centre for Development Administration (CLAD- Venezuela) - Consideration was given to the possibility of increasing collaboration and joint work in areas of common interest; in this regard the exchange of lecturers will be continued or intensified and a joint course of a Latin American character on public sector planning will be considered for 1986. In addition, the important contribution of CLAD to the Basic Course of Santiago, Chile, will be maintained.

vii) FLACSO - It has been agreed to study a possible teaching contribution to the postgraduate courses offered by FLACSO in its offices in Buenos Aires and Quito and a joint activity in Bolivia has been envisaged for 1986.

viii) Institute for Ibero-American Co-operation (ICI-Spain) In 1985, while continuing the joint training programme through courses in Madrid and Barcelona, it was decided to intensify ICI/ILPES cooperation. As already said, it is proposed to continue in 1986 the courses on Latin American topics in Spain (at present in Madrid and Barcelona and eventually in Seville); at the same time it is hoped to increase the participation of Spanish fellowship-holders

in the courses run by the Institute in Santiago and Mexico, and to increase the contribution of Spanish lecturers to these courses.

ix) International Institute of Public Administration (IIAP-France) - During 1986 work will continue on the Technical Cooperation Programme of the Government of France with ILPES, which was initiated in 1984 and comprises the following activities: a) continuation, by former students of ILPES courses, of specialized studies on short-term planning and economic policy in the Centro de Perfeccionamiento Económico y Financiero (IIAP-CEPEF); b) teaching support by IIAP to the main course run by ILPES at its headquarters in subjects such as crisis analysis and short-term programming; and c) visits of some length by members of the ILPES staff to IIAP, with a view to learning more about current French experience in planning.

x) National Institute of Public Administration (INAP-Alcalá de Henares, Spain) - It was agreed to study the possibility of concluding a co-operation agreement to carry out programmes of exchange of lecturers and to organize joint activities in related subjects. To initiate this interinstitutional collaboration it was agreed that the lecturers sent by ILPES to the courses organized jointly with the ICI should give lectures at the courses for Latin American participants organized by INAP at its headquarters in Alcalá de Henares.

xi) Institute for Social Studies (ISS - The Hague, Netherlands) - Conversations were continued with the ISS with a view to renewing the programme of co-operation between ILPES and ISS, for which it was decided, as a first step, to sign an agreement of broad-based co-operation which would be constituted in an adequate framework for the subsequent definition of various practical activities. This agreement has already been approved by both Institutes and will be signed in the early months of 1986.

xii) Organization of American States (OAS - Washington) - In principle it has been planned to continue with interinstitutional collaboration for the holding of international courses and for exchange of lecturers. Besides collaborating with CIENES (Santiago) and CIDES (Buenos Aires), the OAS headquarters will collaborate, as it has been doing in recent years, with important ILPES activities, such as the Basic Course and the courses on foreign trade policies.

xiii) Pan-American Health Organization (PAHO- Washington) - Collaboration will continue with the National Schools of Public Health and a joint training activity within the framework of the ILPES-PAHO Programme is being studied for execution in 1986.

xiv) United Nations Conference on Trade and Development (UNCTAD) - It is planned to continue with the collaboration of UNCTAD in the ECLAC/ILPES courses on foreign trade policies.

xv) UNESCO-ROSTLAC (Montevideo) - It is planned to intensify the collaboration between the regional office of UNESCO and ILPES, especially in the field of scientific and technological development planning. In this respect it should be noted that a workshop seminar on scientific and technological planning has been almost fully organized and will probably take place in the first half of 1986 in Caracas. It has also been decided to organize a similar workshop seminar for the English-speaking Caribbean countries, which will be held in the second half of this year.

xvi) UNICEF - It is planned to carry out joint training activities in social planning, mainly through the offices of UNICEF in Santiago, Chile and in La Paz, Bolivia.

xvii) Andean Development Corporation (CAF) - It is hoped to continue, with the support of the Corporation, the holding of the courses on "Planning and Environment in the Andean Subregion".

xviii) Carl Duisberg Foundation of the Federal Republic of Germany - A course will be held for the first time on environmental management in development planning, as a first step in a programme of collaboration between this German State foundation and ILPES.

b) With agencies of member countries of the region

i) Association of Non-Governmental Organizations of Chile (ASONG) - It has been decided to continue and intensify collaboration with non-governmental organizations, mainly through the joint holding of courses on social planning. The third of these courses is planned for 1986, now on a Latin American scale.

ii) CENDEC (Brazil) - It has been agreed to continue the programme of collaboration with CENDEC, and it is planned for 1986 to organize in Brazil a workshop course on present problems and alternative strategies in Latin America, on a Latin American scale, and individual courses for national participants: one on regional development planning and another on foreign trade policies.

iii) CIDE (Mexico) - It has been decided, for the fourth year running, to hold the workshop course for Mexico, Central American countries and the Spanish-speaking Caribbean and a joint Master's Course in Development and Planning in Latin America is under consideration.

iv) Venezuelan Institute on Planning (IVEPLAN -Venezuela)
 Conversations have begun with the new authorities of IVEPLAN, in which it has been decided to organize a joint activity in the field of foreign trade policies, in addition to other activities contemplated in an agreement signed two years ago.

v) University of Buenos Aires (Argentina) - Collaboration will continue in the structuring of the programme and curricular design of the Master's Course in Economic Planning at this university.

vi) National University of Asuncion (Paraguay) - It has been agreed to collaborate with the Faculty of Economic, Administrative and Accounting Sciences of the National University of Asunción. This collaboration will probably be started during 1986 through postgraduate and refresher courses for academics.

vii) Universidad Mayor de San Andrés (Bolivia) - It has been agreed that ILPES will collaborate in a postgraduate course at this university, especially on subjects of regional planning and international economy. It is also planned in this agreement to hold activities for updating the knowledge of the teaching staff.

viii) National University of Cuyo (Mendoza - Argentina)
 As part of the collaboration agreed for 1986, work will continue on the organization of a course in the field of regional development and planning.

ix) National University of Río Cuarto (Río Cuarto - Argentina) - Negotiations continue with a view to obtaining funds to prosecute the intense series of joint training activities with this academic centre through the holding of a seminar on regional planning, which has been programmed for 1986.

x) Yacimientos Petrolíferos Fiscales (YPF - Argentina)
 Work continues on the joint organization of a course on the planning and management of a public enterprise in the energy field, the holding of which is envisaged for the first half of 1986.

xi) FIDEPAR (Paraná - Brazil) - Plans are in progress for a seminar and panel on decentralization and new forms of social organization, which will be held in Curitiba (March), with the participation of professionals from the three Southern States of the country. This event would mark the beginning of a new stage of collaboration between ILPES and state (provincial) agencies of training in that region.

xii) Centre for Andean Rural Studies, Bartolomé de las Casas (Perú) - The third version of the subregional course on "Planning and Environment in the Andean Area" is projected for November of this year in Cuzco, with the collaboration of the Centre, the sponsorship of the National Planning Institute of Peru and the financial support of CAF.

8. Summary and other activities

92. There follow some summary tables of the main events envisaged for 1986 in the training field. Obviously some of these depend on the feasibility of the financing required for them.

Programme of Activities 1986

A. INTERNATIONAL COURSES

A. EXECUTION DECIDED AND BEING ORGANIZED

XXVII Curso Internacional de Desarrollo, Planificación y Políticas Públicas. [Santiago, 20 June to 6 December]

III Curso de Planificación Social IAM-ASONG [Santiago, 7 to 30 April]

I Seminario-Taller sobre Planificación de Ciencia y Tecnología en América Latina [Caracas, 5 to 16 May]

Curso sobre Gestión Ambiental en la Planificación del Desarrollo [Santiago, 5 June to 18 July]

IV Curso-Taller sobre Problemas Actuales y Estrategias de Desarrollo [Mexico, 8 September to 18 Novemb.]

Seminar on National Economic Management Issues in the Caribbean [Barbados, October, 2 weeks]

B. IN FINAL NEGOTIATION AND PREPARATION

Curso-Taller sobre Integración Latinoamericana. [Montevideo, June, 2 weeks]

Curso sobre Mujer, Desarrollo y Planificación [Santiago or Santo Domingo, August, 4 weeks]

Seminario Comparativo sobre Teorías y Modelos de Planeamiento [Brasilia, 12 to 16 May]

II Curso-Taller sobre Problemas Actuales y Estrategias de Desarrollo [Brasilia, July-August, 10 weeks]

Seminar-Workshop on Science and Technology Planning in the Caribbean [Caribbean, October, 2 weeks]

III Curso sobre Planificación y Medio Ambiente en el Area Andina [Cuzco, 3 to 28 November]

C. IN PRELIMINARY DISCUSSION OR DESIGN

Curso-Seminario sobre Empresas Transnacionales. [Santiago, n/d, 3 weeks]

Seminario de Programación y Evaluación de Inversiones [Havana, second semester 2 weeks]

A. EXECUTION DECIDED AND BEING ORGANIZED

Curso-Taller sobre Problemas Actuales, Planificación y Políticas Públicas [Montevideo, 28 April to 27 June]

VII Curso sobre Procesos y Problemas del Desarrollo en América Latina. [Madrid, Barcelona, second semester 6 weeks]

Curso-Taller sobre Planificación del Desarrollo Social [Montevideo, 20 June to 8 August]

Curso de Planificación del Sector Público [Asunción, 21 April to 27 June]

B. IN FINAL NEGOTIATION AND PREPARATION

Curso de Planificación y Gestión de la Empresa Pública en el Área Energética. [Buenos Aires, n/d, 6 weeks]

Curso de Planificación y Políticas Públicas. [Santa Fe, n/d, 6 weeks]

Curso-Seminario sobre Políticas de Comercio Exterior [Brasilia, June, 3 weeks]

C. IN PRELIMINARY DISCUSSION OR DESIGN

Curso de Planificación y Política Social [Recife, first semester, 4 weeks]

Curso-Seminario sobre Desequilibrios Macroeconómicos, Coyuntura y Coordinación de la Política Económica. [Guatemala, first semester, 2 weeks]

Curso de Políticas de Comercio Exterior [Caracas, n/d, 2 weeks]

Curso sobre Planificación y Política Económica [Quito, second semester, 2 to 3 weeks]

Curso sobre Planificación del Desarrollo Regional [Santa Cruz, second semester, 4 weeks]

Curso-Seminario sobre Problemas Actuales y Estrategias Alternativas [La Paz, second semester, 1 week]

Note: n/d signifies no date.

DIRECTION OF TRAINING PROGRAMMES

Programme of Activities 1986

ACTIVITY	ORGANIZATION	DURATION (weeks)	DATES	VENUE	COVERAGE
A. CENTRAL COURSE					
XXVII Curso Internacional de Desarrollo, Planificación y Políticas Públicas.	ILPES, with the collaboration of ECLAC, PREALC, UNDP and other United Nations agencies and financial support from The Netherlands.	24	20 July to 5 December	Santiago, Chile	The whole region
B. SPECIAL ADVANCED COURSES AND SEMINARS					
a) <u>International</u>					
- III Curso de Planificación Social para Organismos no Gubernamentales (ONG)	ILPES/ECLAC/Asociación de ONG (ASONG)	3	7 to 30 April	Santiago, Chile	The whole region
- Curso sobre Gestión Ambiental en la Planificación del Desarrollo.	ECLAC/ILPES/UNEP/Carl Duisberg Foundation (Federal Republic of Germany)	6	9 June to 18 July	Santiago, Chile	The whole region
- III Curso Subregional de Planificación y Medio Ambiente en el Area Andina.	ECLAC/ILPES/CAF/UNEP	4	3 - 28 November	Curzo, Peru	Andean Subregion
- IV Curso-Taller sobre Problemas Actuales y Estrategias de Desarrollo.	CIDE/ILPES/ECLAC-México	12	September- November	Mexico	Mexico and Central America

ACTIVITY	ORGANIZATION	DURATION (weeks)	DATES	VENUE	COVERAGE
- Curso sobre Mujer, Desarrollo y Planificación en América Latina.	ILPES/ECLAC/INSTRAW	4	August	Santiago or Santo Domingo	The whole region
- Curso-Seminario sobre Integración Latinoamericana	ALADI/ECLAC/ILPES	2	June	Montevideo, Uruguay	The whole region
- I Seminario-Taller sobre Planificación de Ciencia y Tecnología.	ILPES/UNESCO/CPMOCOT	2	5 - 16 May	Caracas, Venezuela	The whole region
• Seminar on National Economic Management Issues in the Caribbean.	ILPES/IDE-WB/CDB	2	October	Bridgetown, Barbados	CARICOM countries
• II Curso-Taller sobre Problemas Actuales y Estrategias de Desarrollo.	ILPES/CENDEC	10	July - September	Brasilia, Brazil	The whole region
• I Seminar-Workshop on Science and Technology Planning in the Caribbean.	ILPES/UNESCO	2	October- November	A Caribbean country	The Caribbean subregion
• Seminario Comparativo sobre Teorías y Modelos de Planeamiento.	ILPES/CENDEC	1	12 - 16 May	Brasilia, Brazil	The whole region
• Seminario de Programación y Evaluación de Inversiones.	ILPES/JUCEPLAN	2	Second Semester	Havana, Cuba	Central America and the Caribbean

ACTIVITY	ORGANIZATION	DURATION (weeks)	DATES	VENUE	COVERAGE
b) <u>National</u>					
ARGENTINA					
- Curso de Planificación y Gestión de la Empresa Pública en el Area Energética.	ILPES/ECLAC/SEEN/YPE	6	First semester	Buenos Aires	Energy-related enterprises.
- Curso de Planificación y Políticas Públicas	ILPES/Secretariat of Planning, Province of Santa Fe.	6	Second semester	Santa Fe	North-east region, Argentina
BOLIVIA					
- Curso-Seminario sobre Problemas Actuales y Estrategias Alternativas de Desarrollo.	ILPES/Ministry of Planning	2	Second semester	La Paz	
BRAZIL					
- Curso de Planificación y Política Social	SUDENE/CIDES/ILPES	4	First semester	Recife	
- Curso-Seminario sobre Políticas de Comercio Exterior.	ILPES/CENDEC	3	June	Brasilia	
ECUADOR					
- Curso sobre Planificación y Política Económica	ILPES/Central Bank of Ecuador	2	Second semester	Quito	
ESPAÑA					
- VII Curso sobre Procesos y Problemas del Desarrollo en América Latina.	ICI/ILPES	7	13 October to 28 Nov.	Madrid & Barcelona	
GUATEMALA					
- Curso-Seminario sobre Desequilibrios Macroeconómicos, Coyuntura y Coordinación de la Política Económica.	ILPES/National Council for Economic Planning	2	First semester	Guatemala City	

ACTIVITY	ORGANIZATION	DURATION (weeks)	DATES	VENUE	COVERAGE
PARAGUAY					
- Curso de Planificación y Gestión del Sector Público	ILPES/STP	10	First semester	Asunción, Paraguay	
URUGUAY					
- Curso-Taller sobre Problemas Actuales, Planificación y Políticas Públicas.	OPP/ILPES		28 April to 27 June	Montevideo, Uruguay	
- Curso-Taller sobre Planificación del Desarrollo Social	ILPES/CIDES/OPP/Ministry of Labour and Social Security/Intendency of Montevideo/UNDP.		First semester	Montevideo, Uruguay	
VENEZUELA					
- Curso de Políticas de Comercio Exterior	ILPES/IVEPLAN/Institute of Foreign Trade			Caracas, Venezuela	
c) <u>Seminars and Round Tables</u>					
- Seminario para Capacitación en Banco de Desarrollo.	IDE-WB/ALIDE		20 to 31 January	Fortaleza, Brazil	The whole region
i) <u>Collaboration with Academic Centres</u>					
ARGENTINA					
- University of Buenos Aires Faculty of Economic Sciences: Master's Course in Economic Planning; Curricular design: financial administration.					
BOLIVIA					
- Universidad Mayor de San Andrés					
i) Postgraduate course in Development Sciences: Specialist course in Regional Planning (3 weeks);					
ii) Refresher workshop for teachers.					
- FLACSO: Master's Course in Social Sciences.					
PARAGUAY					
- National University of Asunción, Faculty of Economic, Administrative and Accounting Sciences:					
i) Postgraduate course (doctoral prethesis)					
ii) Updating and technical workshop for academics.					

C. Activities of the Direction of Research Programmes (DRP)

93. The programme of work for 1986 is based on a careful analysis of the priorities that arise, on the one hand, from the changes in the economic and social scenario of Latin America and the Caribbean caused by the crisis and the efforts at reactivation made by the countries and, on the other hand, from the specific demands formulated by some countries which are seeking instrumental help in the development of macroeconomic programmes aimed at directing revival policies. In accordance with the priorities established by the governments studies will be carried out on macroeconomic planning and emphasis will be placed on the development of the thematic nucleus of the repercussions on planning of the new international insertion of the economies of the region. Work will continue on the follow-up of the institutional organization of planning and the study of public enterprises and their role within the State; in addition, studies will be made on dynamic comparative advantages and on modes of concerted planning. Special importance will be given to the base documents for the Sixth Conference of Ministers and Heads of Planning in Latin America and the Caribbean.

1. Macroeconomic planning

94. The studies in this field seek to support the planning agencies of the countries of the region in their task of formulating alternative development programmes to reactivate the economies, increase productive employment, reduce the level of critical poverty and bring down inflation, bearing in mind the external constraints. These studies will be carried on in the first instance on the basis of national case studies. Co-operation agreements have already been made with the planning agencies of Paraguay, Uruguay and Venezuela for the production of these studies.

95. In Paraguay a start will be made in 1986 on the formulation and assessment of a short-term macroeconomic model, which closely follows the model of medium-term projections already prepared by ILPES for the Technical Secretariat of Planning in 1984, as a base document for the National Development Plan 1984-1989. In this new model, emphasis will be laid on price formation, on the monetary sector and on aspects not previously considered in the external sector.

96. In Uruguay work will continue on the study initiated at the end of 1985 with the Office of Planning and the Budget (OPP) of the Presidency of the Republic. Also under consideration is a short- and medium-term macroeconomic model which seeks to provide a reply to a series of questions from the OPP on the compatibility of a set of programmed objectives defined by the Government with the internal and external conditioners confronting the Uruguayan economy, particularly in relation to the uncertain trend of export activity.

97. In Venezuela, and at the request of the Central Office of Co-ordination and Planning (CORDIPLAN), a start will be made in January on the preparation of a macroeconomic model of the Venezuelan public sector, including --with the details considered necessary-- the behaviour of the private, domestic and external agents. In this case the aim is to prepare a programming instrument which, on the one hand, will make it possible to evaluate the efficacy of different alternative economic policies and, on the other, will estimate the group of economic balances of the external sector, the public sector, and the financial bodies, which are required for the regular work of CORDIPLAN in its task of supervising the normal development of the economy.

98. On a more general plane, and in order to disseminate the modelistic methodology, it is planned to prepare in 1986 a methodological guide on economic programming, which will lay stress on the external sector and the programming of investments. Finally, it is hoped to carry out, with the external co-operation that is being requested, two additional activities in this area. The first is to formulate a prototype model of Latin America which will make it possible to assess the effect of various options relating to the payment of the external debt on the long-term growth rate of the economies of the region. Furthermore, it is considered expedient to link the model more closely to the analysis of certain aspects of the current macroeconomic policies, such as the factors of internal inflation and their impact on the dynamics of relative prices.

99. Secondly, it is proposed to institute a permanent programme of visiting researchers, consisting of officials of national planning agencies responsible for the macroeconomic area, who, during a period of up to four months, will remain in ILPES preparing a modelistic plan for their country under the supervision of the Director of the Programme. The aim of this would be to disseminate through the region the advances made in ILPES in the field of the formulation and quantification of models, including the use of appropriate equipment and computer programmes.

2. Repercussions on planning of the new international insertion of the economies of the region

100. Within this thematic area the following activities will be undertaken: an analysis of the most important sources of information for estimating the future performance of the international economy; the study of those basic variables within the external framework which relate to the budgetary planning and programming of the economies of the region, both as regards production and trade and financial aspects; identification by ILPES of the assumptions of the developed economies in their estimates of these variables and consideration of how these assumptions may affect the region; and the organization of a technical meeting in August 1986 composed of the member countries of the Technical Subcommittee, to analyse the progress of these activities, particularly at an intergovernmental level.

3. Other lines of research

101 Within the framework of the Institute's activities work will continue on the follow-up of the institutional organization of planning, as well as of the instruments of decision and administration used by the governments. Emphasis will be laid on the study of public enterprises and their role within the State and, in particular, their importance in the strategies involving new forms of industrial development, including industrial reconversion, and in the global budget of the public sector.

102. Methodological studies will be conducted on the dynamic comparative advantages of the region with a view to long-term orientation in the formulation of development policies. Methods will be studied for the concerted planning and programming of the production and supply of goods and services to meet the basic needs of the population, in the light of the experiments initiated in some countries of the region.

4. Studies for the Sixth Conference of Ministers and Heads of Planning of Latin America and the Caribbean (Havana, Cuba, February 1987)

103. ILPES will participate in the basic studies for the development of the central theme of the Conference: the role of the national planning agencies in a strategy of regional co-operation in face of the external crisis.

D. Social Programmes and Policies

104. During 1985 ILPES centred its activities in the social area on the social impact of the crisis as it affects the region. Various studies have been prepared describing the effects of the economic crisis on social aspects in general, on educational policies and the situation of youth. These documents were presented as required at meetings held in Mexico, D.F., Santiago, Chile, and Bogotá. The main guideline for the activities of ILPES in the social field in 1986 is the search for answers to various aspects of the crisis, in which alternative options will be explored that give greater priority to subjects such as employment, participation and concertation, regional social impact and eradication of extreme poverty, in the conviction that future scenarios will be characterized by a difficult external framework. Efforts will be needed to generate more domestic saving and investment and to define a more autonomous and equitable development style in domestic matters and more rational in the use of local resources both natural and human.

105. It must be borne in mind that only some countries of the region will be able to achieve greater growth in the coming years and that even in those the jobs created will absorb only a part of those who enter the labour force for the first time, that is, without achieving the absorption of those currently unemployed. This situation is institutionalizing a new type of fragmentation in the societies of Latin America and the Caribbean, which will need to be faced in the coming years. It is therefore necessary to design policies aimed at promoting activity in the more backward sectors.

106. Obviously the tendency to reduce the budget and social resources as a result of the crisis will be difficult to reverse. Hence, while still drawing attention to the implications of the abandonment of social programmes, ILPES considers it desirable to direct its analyses towards social policies which will be more effective and efficient and will have a really redistributive effect. It is even more essential today to learn the real redistributive effect of each policy and programme. In this way, if budgetary reductions become inevitable, the cuts will not be made indiscriminately and will seek to reduce the social costs as much as possible. In this case it is necessary to proceed with the systematization of methodologies of assessment of social policies which will help to facilitate this task. In 1985 ILPES produced a preliminary document on the subject, which it is hoped to expand in 1986.

107. This interest in studying the redistributive effect also calls for a knowledge of the new mechanisms of alternative financing that have been applied in many Latin American countries. At present there are significant gaps in the systematization of data on each country's expenditure in the social field. This obviously hampers

international comparisons, but it also hinders the best utilization of the available resources which are handled by different institutions of the public apparatus at different levels (national, federal, provincial, municipal). Further progress is needed in the preparation of methodologies which will help to reconcile data on resources and increase efficiency in their use. In this regard the revival of the project on the financing of social policy, prepared by the Institute, would be an important factor in the provision of methodological support in this field.

108. The subject of mobilization of resources for social purposes is linked with the subject of social participation. Real resources of different types --labour, creativity, entrepreneurial capacity, etc.-- are available in the target populations for social policy. Hence it is necessary to mobilize them adequately so that they too can help in the social development process and in the improvement of the living conditions of the participants themselves. Consequently ILPES will continue its study of this subject, analysing in particular experiences of a microeconomic type and the possibility of extending them or applying them in other non-governmental fields.

109. Lastly, the economic difficulties have made manifest the need to pay attention to the institutional aspects of social policy; in fact, in view of the scarcities, it is essential to increase interinstitutional co-ordination in order to increase the efficiency of social policies. This area of the Institute's concern implies, on the one hand, an analysis of the State in general and, on the other, a review of the structures responsible for social services, in an attempt to rationalize their operations. Although the Institute's basic approach to social policy is of a more global nature, it is evident that social policies tend to be expressed sectorally and are usually channelled through institutions of that nature. Hence it is important to analyse by sectors the global objectives of the Institute in projects conducted jointly with other international organizations, especially those of the United Nations system, which have responsibilities in these areas.

110. In 1985, therefore, ILPES and the Pan-American Health Organization initiated a project to analyse the Health dimension and its intersectoral articulation. In October an academic meeting was held in Washington D.C. attended by officials of the sponsoring institutions along with outside experts and representatives of the national counterparts of the three countries in which the study will be conducted. As a result precise formulations were made on the themes and methodologies of the project, and propositions for its application in each country during 1986.

111. At the time of writing the national research teams have been set up which will prepare papers on the problem areas identified by each country, using their linkage with the national global development

policy as well as their intersectoral nature. It is thought that these researches will be useful from the health sector standpoint, but may also help to increase the knowledge of other social aspects and their relations with the economic sphere, both at global and regional level.

112. In the second phase of the project, which will begin in April 1986, attention will be focused on the impact of development policies on the various sectors, especially in relation to health. It is hoped that this phase will benefit from the active participation of those who take decisions in the policy field, and of those responsible for their application, thus achieving a permanent confrontation between the analytical and practical aspects of the subject. The final aim of the project is to prepare recommendations of an institutional nature to improve intersectoral activity in the field of health and make suggestions which may be useful in other social areas.

113. As it already known, the permanent social team of the Institute is small and in order to cope with the number of tasks enumerated it is necessary to decide on research projects which will obtain financial aid or collaboration from other institutions, as in the case of the Pan-American Health Organization in the aforementioned project on health.

114. For this purpose contacts have already been made with the Centre for Social Policy in Developing Countries, of Columbia University, with which a project is being prepared on regional differences in the application of social policies. Contacts have also been established with the Inter-American Development Bank and with the international co-operation agencies of the Canadian Government.

115. In the field of social policies the intergovernmental co-operation mechanisms suggested at the Fifth Conference of Ministers and Heads of Planning of Latin America and the Caribbean could play an important role in becoming fora for exchange of experiences among the Ministries of Planning and acting as liaison between the officials responsible for this work in each country.

116. Another responsibility of the Institute is the dissemination of the knowledge obtained in its researches. Hence it will continue in 1986 with the commitments assumed both in the training area and in advisory assistance. At the same time it is hoped to revive the publications of ILPES, reprinting classic texts which are out of stock and publishing other which are now ready or are near conclusion, as well as the results of ongoing researches and those contemplated for the coming year.

E. Regional planning and policies

117. Considering the demand of the regional governments for the Institute's possible contribution to the national efforts in regional development planning and also the desirability of continuity in the Institute's studies in this field, the activities envisaged for 1986 will be structured around the topics summarized below.

118. One item that will continue to be studied in 1986 is the variety of methods employed in the region for organizing a transfer of fiscal resources from the centre of government to the subnational levels. In this connection important questions arise regarding the volume of resources transferred, the degree of free disposal or linkage of these, the institutional distribution mechanism, the effect of the distribution on the national taxation and fiscal schemes and the efficiency of the decentralized expenditure, aspects which need analysis in view of the austerity policies imposed by the crisis.

119. To help to elucidate this and other related topics, ILPES, always taking into account the suggestions of the governments, contemplates for 1986 the establishment of a Working Group on intergovernmental fiscal transfers in Latin America, chaired by some country of the region and technically co-ordinated by the Institute. With the collaboration of the ECLAC Suboffice in Mexico ILPES has already prepared some base documents on the subject.

120. Having equal priority, in the view of several countries, is the broader topic of territorial decentralization, political as well as economic and administrative, a subject which in some degree includes the preceding one. The Institute will continue to give special attention to this subject, particularly to decentralization seen "from below", that is, to the analysis of the political and social conditions of the organization receiving the measures of decentralization (the region), with a view to an efficient articulation between the State and the region. Active collaboration with other regional agencies interested in the subject is contemplated in this field.

121. In 1986, with the active collaboration of ILPES, a number of the review Pensamiento Iberoamericano will be published which will be entirely devoted to regional development, both in Latin America and in Spain and Portugal. The Institute has already prepared the layout of the review with the joint collaboration of numerous specialists of the highest level for the purpose.

122. In 1986 ILPES will also continue working on the important subject of the impact on subnational regions of the national economic policies, particularly within the context of adjustment to the crisis. Already in 1985 a study was conducted on a national case associated with the impact of the tariff reductions on the industrial structure

of the regions and in 1986 an econometric model will be tried out in the same country to assess the regional impact of the monetary and fiscal policies. If these experiments produce good results they will be extended to other countries.30/

F. Publications

123. In 1986 the Institute hopes to revive in a new form its important publishing function, which has slowed down in recent years. Nonetheless, a notable supply of a new texts has been accumulated, which should begin to be published in the different organs contemplated. These prospects apply both to texts published in Spanish and to those published in English or other languages.

124. To begin with, it is proposed to published a short document of 2 to 4 pages of direct communication which will be distributed exclusively to the various intergovernmental agencies which guide the Institute (SCCOPALC, the Technical Committee and the Technical Subcommittee), to the National Planning Agencies, to the Ministries of Foreign Affairs of the member countries and to the national and regional offices of ECLAC and UNDP, which normally represent the Institute in this field. At the same time there will be a resumption of the series of Bulletins on Planning, whose next issues --in Spanish and in English-- are ready for printing. There is besides a strong demand for a renewal of the publication of technical documents, including pre-investment studies, technical reports, methodological instructions, didactic notes, translations of key studies and also re-editions of classic texts in the areas of ILPES' specialization. Finally, it is also planned to continue with the series of books published by the Institute by agreement with traditional publishers in the region (for example, Siglo XXI), and with other international agencies (UNICEF, ECLAC, etc.).

Annex I

SUMMARY OF ACTIVITIES 1984-1985

I. ACTIVITIES IN 1984

A. Introduction

As provided for in its programme of work, in 1984 the Institute began to implement its New Institutional Project 1984-1986, endorsed at the fifth Meeting of the Technical Committee of ILPES (Buenos Aires, May 1983), supplemented at the sixth Meeting of the Technical Subcommittee (Mexico City, November 1983) and unanimously re-endorsed by the governments at the twentieth session of ECLAC (Lima, April 1984).

The implementation of the programme of work for 1984 was basically the responsibility of the technical staff of the Institute itself, within the framework of its capacity to contract staff directly and its authority to enlist or promote the efforts of other international or regional bodies. It was fully supported in this by the member governments, by UNDP (which has supported ILPES since its establishment) and by the Secretariat of the Economic Commission for Latin America and the Caribbean (ECLAC), the Institute forming a part of ECLAC system, from which it receives substantial support.

During 1984, important contacts were established with a number of international co-operation agencies, in respect of specific studies and the definition of areas of mutual concern. In this connection, mention should be made not only of the United Nations Development Programme (UNDP) itself, but also of the following bodies: the Department of Technical Co-operation for Development (DTCD), in respect of two important joint projects (Paraguay and Belice); the United Nations Children's Fund (UNICEF); the United Nations Educational, Scientific and Cultural Organization (UNESCO); the United Nations Conference on Trade and Development (UNCTAD); the Economic Development Institute (EDI) of the World Bank; the Inter-American Development Bank (IDB); the Organization of American States (OAS); the Pan-American Health Organization (PAHO) and the Latin American Integration Association (ALADI). Consideration of possible joint activities was pursued with the Latin American Economic System (SELA), the United Nations Environment Programme (UNEP), the Board of the Cartagena Agreement (JUNAC), the Andean Development Corporation (CAF) and the Latin American Energy Organization (OLADE).

In addition, ILPES, in its capacity as permanent member, continued to participate in the governing boards of the United Nations Research Institute for Social Development (UNRISD) and the United Nations Institute for Training and Research at Geneva and the International Institute for Educational Planning (IIEP) in Paris.

Mention should also be made of the new inter-agency relations established to promote approaches to co-operation useful for the countries members of the Institute, including those with the Organization for Economic Co-operation and Development (OECD), the International Institute for Public Administration (IIAP) in Paris, the Commission of the European Communities (CEC) at Bruselas, the World Health Organization (WHO) at Geneva, the Latin American Centre for Development Administration (CLAD) at Caracas, the Inter-American Public Budget Association (ASIP), with headquarters in Ecuador, and the United Nations University (UNU) in Tokyo.

Within the ECLAC system, regular working relations were continued with the various institutions in the system --the ECLAC Secretariat, the Divisions of the Commission, CELADE and CLADES and a number of individual projects operating within ECLAC. Attention should be drawn to the excellent working relationship with the UNDP liaison office with ECLAC and ILPES.

B. Overall Management of the Institute

In 1984, ILPES, in spite of its very limited technical plant, performed a considerable volume of work, which was possible, as mentioned above, because of its capacity to enlist assistance from and associate with government entities and with other international specialized bodies. At international level, it continued to modernize the organization and structuring of its operations and procedures, the better to serve the member governments.

1. Ratification of the New Institutional Project 1984-1986

At the twentieth session of ECLAC held at Lima, Peru, in April 1984, tremendous support was expressed with regard to the New Institutional Project of ILPES and the sense of its Programme of Work. Attention should be drawn to the incorporation of two new countries into ILPES --the United States Virgin Islands and the British Virgin Islands-- bringing the number of member countries to 37.

At the twentieth session of ECLAC, the Director of ILPES reported on the activities carried out and provided indications of the Institute's prospects for the future, noting that in spite of financial restrictions, the mandates received at the nineteenth session of ECLAC (Montevideo, 1981) had been fulfilled. It was stressed that

the new approach to the work was characterized by the need to effect a conceptual and operational renewal of the way in which planning is practiced in the region and to link it closely both to the structural problems encountered by the countries and to the process of adopting short-term decisions.

Four priority topics of work had been decided upon for the Institute: the articulation of short-term policies with medium- and long-term policies; the impact on national planning systems of the incorporation of the regional economy in the new international economic order which will emerge from the present crisis; the impact of the crisis on spatial and social dimensions within countries and the reconsideration of the role of the public sector in the last half of this decade. In the final resolution unanimously adopted at the twentieth session of ECLAC with regard to the Institute, the reports on activities and main lines of work for 1984 were approved.

2. SCCOPALC

The main activities carried out in 1984 by ILPES in its capacity as secretariat of the System for Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean were as follows:

- a) Organization of the High-Level Symposium on National Technical Co-operation, Mexico City, 15 to 19 October 1984. (See document ST-VII-7, ILPES, Santiago, Chile, November 1984).
- b) Preparation, in conjunction with the Plan and Budget Ministry of Mexico, of the organizational guidelines for the fifth Conference of Ministers and Heads of Planning of Latin America and the Caribbean (México City, April 1985).
- c) Continuation of the work in support of the System of Information for Co-operation in Planning (INFOPLAN), which is the direct responsibility of CLADES/ECLAC, with support from the International Development Research Centre (IDRC).
- d) Support of the Inter-American Planning Society (SIAP) in the organization of the Subregional Meeting on Planning in the Southern Cone, held at ECLAC-ILPES headquarters in May 1984.
- e) Technical contribution to the twelfth Inter-American and Iberian Seminar on Public Budgeting, organized by the Ministry of Economics and Finance of Spain and the Inter-American Public Budget Association (Madrid, June 1984).
- f) Participation in the eighth session of the Caribbean Development and Co-operation Committee (CDCC). Presentation of the bases for ILPES action in the Caribbean (Port-au-Prince, Haiti, June 1984).

3. Institutional agreements

In 1984 ILPES continued to implement agreements with member governments, agreements on contributions or memoranda of understanding within the framework of the New Institutional Project. Of note in this period were the new contributions approved by Argentina, Brazil, Cuba, Chile, Ecuador, Granada, Panama and Paraguay, which the Institute receives in addition to the contributions which other governments, including those of Costa Rica, Honduras, Mexico and Venezuela, were already making. Important agreements were signed for the performance of technical activities, as referred to below.

Agreements with non-member governments include those signed with the International Institute for Public Administration (IIAP) in Paris; with the Studies in the Regions (SIR) Programme of the Ministry of Co-operation and Development of the Netherlands, with the Ibero-American Institute of Co-operation in Madrid and with the Urban-Rural Regional Study Centre in Rehovot, Israel. Other agreements related to the Institute's research activities include those with the government of Japan which has provided the services of an Associate Expert since 1983; with the University of Heidelberg (Federal Republic of Germany), with which a joint research project has been in progress since 1983; with the Ministry of Overseas Co-operation of the Federal Republic of Germany (agreements under negotiation, including some foundations); with the Institute of Social Studies (ISS), at The Hague in the Netherlands; with the Department for Co-operation and Development of the Ministry for Foreign Affairs of Italy and with the UNESCO International Institute for Educational Planning (IIEP).

C. Programme Activities

Tables and summaries are given below of the activities carried out in 1984 in the advisory services, training and research programmes and in the areas of horizontal co-operation and publications.

1. Advisory Services Programmes Department

Advisory services activities continue to provide the way in which the Institute participates directly in the performance of planning exercises and management of development policies by the planning bodies of the Latin American and Caribbean countries. ILPES has recently worked through short-term missions, frequently in association with national technicians and experts. The preferential use of the

system's own experts (ILPES or ECLAC) as well means that each instance in which advisory services are provided constitutes a short-cost project in which the country concerned and the corresponding financial institution (UNDP, IDB, etc.) participate.

This joint technical participation in the form of advisory services is concentrated in the general topical areas provided for in the ILPES programme of work and is channelled according to the needs of each country. In 1984 this involved basic and periodic activities (such as the formulation or evaluation of the execution of plans and strategies) of the planning body of the country concerned; the strengthening of institutional capacities in specific fields (such as the assembly of national project subsystems, the creation of pre-investment funds or the initiation of planning information subsystems); and regional planning (including some aspects of rural development and municipal administration). In some cases, the collaboration extended by the Institute consisted in technical co-operation in the selection and recruitment of long-term experts and the supervision and completion of their activities. A table follows showing the main advisory services activities, which include planning and economic policy, public sector programming, planning and social policy and preinvestment and projects.

SUMMARY OF ADVISORY SERVICES ACTIVITIES IN 1983 AND 1984 a/

COUNTRY Region	Field of activity (participating agencies)	Topic and/or progress made
ARGENTINA -La Plata	Regional planning (UNDP)	Preparation of medium-term development policy
BELIZE	Global planning (UNDP/DTCD)	Formulation proposal for five-year development plan 1985-1990.
BRAZIL -Minas Gerais	State planning (UNDP)	Creation of a methodology for the design of a system of regional accounts for the State.
-Bahia	Information for planning system (Bahia Government)	Application of the methodology created in Minas Gerais for the design of a system of regional accounts for the State.
-North-east	Regional planning (IPEA/UNDP/ECLAC-Brasilia)	Evaluation industrialization policy for the north-east and identification of new investment opportunities.
-Piaui	Regional planning and water resources (IPEA/UNDP)	Plans for a development strategy and methodology for calculating GDP, planning investments, identifying development alternatives agricultural production and formulating the water resources programme of the State of Piaui.

a/ For 1983, only activities which were still under way in 1984 are included. Activities initiated in 1985 are not shown in this table (e.i. Guyana).

COUNTRY Region	Field of activity (participating agencies)	Topic and/or progress made
COSTA RICA	Global and social planning (UNDP and ECLAC/Mexico)	Harmonization of the short-term macroeconomic policy with medium-term plans and programmes. Strengthening and updating of the quantitative planning framework. Analysis of social expenditure, in particular in terms of employment and income distribution with special reference to the agricultural and industrial sectors.
CHILE	Municipal planning (UNDP)	Preparation of a seminar on municipal planning and management in regional cities.
ECUADOR -Guayas	Regional planning (IDB and CEDEGE)	Formulation Regional Plan for Development of River Guayas Basin and Santa Elena Peninsula.
-National	Social and institutional planning	Analysis of the capacity of the State, its transformations and social participation.
-Local	Municipal planning (UNDP)	Preparation of the methodological bases for preparing strategical approaches to the incorporation of local governments in the municipal planning system.
-Rural	Regional planning at rural level (IDB)	Signing of a technical co-operation agreement and preparation of programmes of work.

COUNTRY	Field of activity	Topic and/or progress made
Region	(participating agencies)	
GUATEMALA	Global planning (IDB)	Preparation of a global development strategy and the quantitative work supporting it.
HAITI	Pre-investment and projects (IDB/DTCB)	Identification of ideas for pre-investment projects. Formulation investments programme 1985-1986. Holding of training seminars.
HONDURAS	Global planning (UNDP)	Short-term localized support in the programming, implementation and co-ordination of the macroeconomic planning activities of the planning bodies.
PARAGUAY	Global planning (DTCB/UNDP)	Formulation National Development Plan 1985-1989. Preparation of macro-economic projections model. Preparation of baseline study of social sectors.
DOMINICAN REPUBLIC	Pre-investment and projects (IDB)	Identification basic areas requiring technical co-operation.
EL SALVADOR	Social development	Foundations for social projects.

Training Programmes Department

The programme of work of this department made it possible to anticipate the demands for training resulting from the current crisis in the countries of the region, to update the approach taken in the courses as well as their substantive content and to perfect the teaching focus of each curriculum. This has been reflected both in the incorporation of new priority subjects (including alternative development strategies and foreign trade policies) and in the approach taken to other more traditional subjects; it may also be observed that an attempt is being made to improve the real skills of the professionals participating in courses and seminars.

a) International post-graduate course at headquarters

The twenty-fifth course on Development, Planning and Public Policies, gave continuity to the Institute's central training component, for which teaching staff is available from ECLAC, PREALC, UNDP, DTCD and IIAP (France) and financing is provided by the Netherlands. The twenty-fifth course was held at Santiago, Chile, for a duration of 23 weeks --from 2 July to 7 December-- in two fields of specialization: global planning and regional planning. This course, with its new curriculum, elicited great interest in the countries of the region, attracting 160 authorized applicants, from which 45 participants were selected from 17 countries of the region and 2 from Spain.

b) Advanced and special courses

i) International

The International Course-Seminar on Foreign Trade Policies in Latin America (ILPES headquarters) was organized jointly by ILPES, ECLAC, OAS and UNCTAD; held at Santiago, Chile, for a duration of 4 weeks and attended by 26 participants of high level from 12 countries.

The second Course-workshop on Current Problems and Development Strategies was held in Mexico City and organized in conjunction with CIDE and the ECLAC Mexico office. It met for 12 weeks and was attended by 30 professionals, 9 of whom came from Central American countries.

A Second international course-seminar on foreign trade policies in Latin America was held in Honduras in conjunction with the Central American Bank for Economic Integration (CABEI), ECLAC and OAS.

ii) National courses

For the first time a social planning course was held as a joint effort with the Association of Non-governmental Bodies of Chile (ASONG). This 2 months course was attended by 27 professionals from institutions affiliated with ASONG, many of them in managerial positions.

A course on planning techniques was organized at the request of the Ministry of Planning of Paraguay, in cooperation with the Economic and Social Development Research Centre of Paraguay (CEPADES) and with financial support from UNDP/Asunción. It was held over a period of two months in Asunción and attended by 44 professionals from the public sector of Paraguay.

Another regional planning course was held in Argentina, having been organized in conjunction with the National University at Río Cuarto and financed by UNDP/Buenos Aires. It was held in the city of Río Cuarto from June to August and attended by 24 professionals.

The Ninth Regional Development Planning Course was held in Brazil, having been organized in conjunction with the Training Centre for Economic Development (CENDEC) in the Planning Secretariat of the Office of the President of the Republic and the Administrative Services of the State of Maranhao. Financing was received from UNDP/Brasilia.

The Fifth Course on Development Processes and Problems in Latin America was held as one of the mutual co-operation activities performed with the Ibero-American Institute of Co-operation (ICI). This course, held at Madrid for 50 professionals in October and November was part of an ongoing effort to strengthen knowledge concerning Latin America in Spain.

A social planning course was held, having been organized in conjunction with UNICEF and the government of the Province of Buenos Aires. This course received financial support from the sponsoring agencies, UNDP/Buenos Aires and the Federal Investment Council (CFI). It was held in the city of La Plata in the province of Buenos Aires, Argentina, from 5 to 30 November.

c) Seminars and workshops

i) Activities organized by ILPES

A seminar on planning and regional development was held at Antofagasta, Chile, having been organized in conjunction with the Regional Centre for Economic Studies (CREE) of the Universidad del Norte in Antofagasta.

An academic workshop on regional planning was organized in conjunction with the Commercial Engineering School of the Faculty of Economic and Administrative Sciences of the Catholic University of Valparaíso (UCV), Valparaíso, Chile.

ii) Activities with ILPES participation

ILPES collaborated in the Seminar Workshop on Poverty and Regional Development, organized by the University of the Andes (UNIANDES) at Bogotá and the Institute of Social Studies (ISS) at The Hague, Netherlands, which was held at Bogotá, Colombia, in January.

A large-scale advisory services activity terminated in a seminar on industrialization in the North-East of Brazil, organized in conjunction with IPEA, UNDP/Brasília and ECLAC/Brasília and held in Brazil.

ILPES prepared a report on the Latin American experience in regional planning, giving continuity to a series of documents it has been publishing on this subject for a number of years. This report represented a contribution to the first Latin American Regional Meeting on Education, Research and Practical Experience in Regional and Urban Planning in Latin America, which was organized by the International Association for Research and Teaching in Urban Regional Planning (AIIDPUR) and El Colegio de México and held in Mexico City.

The Institute also co-operated in the Seminar on Training in the Evaluation of Investment Projects, which was held in July in Brasilia, having been organized by the Planning Office of Brazil, CENDEC and the World Bank and EDI.

3. Research Programmes Department

In the field of planning and economic policy, the main studies for the fifth Conference of Ministers and Heads of Planning of Latin America and the Caribbean (Mexico City, April 1985) were completed. These documents included country papers relating to Argentina, Brazil, Colombia, Cuba, Chile, Ecuador, Haiti, Mexico, Peru, the countries of the Central American Isthmus and the English-speaking Caribbean countries.

Work continued on the preparation of the study on situation and prospects of the international economy, which is intended to give planning and economic policy bodies of the region and idea of the current and future situation of a number of key indicators and parameters and improve their capacities for short-term programming.

In the field of regional planning, the following projects were tackled: i) Trade policy and development of the regional industrial structure (1974-1980); ii) preparation of the document on territorial decentralization (see summary of this study in Document LC/IP/L.15-CM 5/4).

With respect to social planning activities, the document entitled "El impacto social de la crisis" was prepared.

With regard to options for the future insertion of national economies in the world economy, work progressed on some of the development models which are emerging in the region as a result of the impact of the crisis and of changes in the international scenario. This work was performed in co-operation with the ECLAC Social Development Division and involved participation in the various seminars on national cases in which ILPES experts participated as speakers and commentators. With regard to social development research, the following should be noted: the role of the State; Comparative study on social policies in the Southern Cone and typology of rural regions. A typology of rural regions in the countries of Latin America and the Caribbean was prepared in support of the meeting of experts on rural energy organized by ECLAC, FAO and OLADE.

4. Horizontal Co-operation

In 1984, ILPES rethought its activities in the area of horizontal technical co-operation, concentrating its efforts on designing a new mechanism for providing incentives to such co-operation in the region. However, it also performed a liaison activity, in support of initiatives taken by countries specifically in connection with planning, thereby giving continuity to work carried out in past years. The search for new mechanisms is a consequence of suggestions made at the fifth meeting of the Technical Committee (Buenos Aires, May 1983) and the sixth meeting of the Technical Subcommittee (Mexico City, November 1983). On both occasions, it was made clear that horizontal technical collaboration has great potential in the region and that it would be advisable to strengthen it, considering the crisis scenario, the scarcity of foreign exchange in hard currency and the need for greater regional autonomy (see document ST-VII/6, submitted to the Technical Subcommittee at its seventh meeting).

5. Publications

In 1984, publication was one of those ILPES activities which was most severely affected by restrictions on technical and financial resources. It was necessary to postpone the publication of the "Planning Bulletin" and the "Temas de Planificación" series, (the former in both Spanish and English). However, the "Cuadernos" series continued to be published, and a number of documents prepared in the fields of regional planning, social development and horizontal co-operation were reproduced for restricted distribution.

It should be noted that, thanks to co-operation by UNICEF, it was possible to initiate the publication, in book form, of the results of a number of jointly sponsored seminars and research projects relating to social development planning and social policies.

II. ACTIVITIES IN 1985

A. Introduction

Under this programme of work for 1985, ILPES continued to implement its New Institutional Project 1984-1986, unanimously adopted at the fifth meeting of its Technical Committee, Buenos Aires, May 1983, endorsed at the twentieth session of ECLAC (Lima, April 1984) and updated in accordance with recommendations made at the seventh meeting of the Technical Subcommittee (Brasilia, December 1984), the sixth meeting of the Technical Committee (Mexico City, 16 April 1985) and the fifth Conference of Ministers and Heads of Planning of Latin America and the Caribbean (Mexico City, 15-17 April 1985).

As in 1984, the Project was implemented primarily by the technical staff of the Institute itself, owing to its capacity to mobilize advisers and its authority to enlist or promote efforts made by other international or regional bodies. In carrying out its activities, ILPES was able to rely on the support of UNDP and its network of resident representatives. At the same time, it continued to strengthen its joint activities with the Department of Technical Cooperation for Development (DTCD).

Within the United Nations system, a meaningful link was established with a number of sectorial bodies, including UNCTAD, UNESCO, ILO (through PREALC), UNICEF, FAO, UNEP and WHO, in addition to the tremendous support provided by the ECLAC system. The link with IDB was very relevant in the consolidation of a number of technical co-operation activities in the countries of the region. Attention should be drawn to the action carried out in conjunction with the World Bank, in particular that effected through EDI, with which joint training activities were carried out in the English-speaking Caribbean.

The fruitful relationship with OAS, which includes co-operation with CIENES and with CIDES in Buenos Aires, also continued. Significant relations in terms of information or co-ordination were maintained with ALADI, SELA, ALIDE and JUNAC. An extensive joint programme of work was also set into motion with PAHO.

ILPES continued to maintain interagency relations with the Organization for Economic Cooperation and Development (OECD), the Commissions of the European Communities at Brussels and, in particular, with the Latin American Centre for Development Administration (CLAD) at Caracas. Important contacts were maintained with the Inter-American and Public Budget Association (ASIP), whose headquarters are in Ecuador, and the United Nations University (UNU), located in Tokyo.

Closer working relations were established with the various institutions in the ECLAC system, including the Secretariat, the divisions of the Commission, CELADE, CLADES and individual projects in operation within ECLAC. Excellent working relations were continued with the UNDP Liaison Office with ECLAC and ILPES.

Agreements with non-member governments included those entered into with the following entities: IIAP (France), SIR (Netherlands), ICI (Spain) and CERUR (Israel); in this connection, the agreement with Japan to second an associate expert should also be mentioned. Contacts were pursued with a view to entering into new agreements with Canada, the Federal Republic of Germany and Italy.

B. Overall management of the Institute

In addition to extending and renewing the Institute's lines of interagency and intergovernmental co-operation, the general activity of the Institute continued to move primarily in three directions: first there was an internal effort to enhance the managerial process by modernizing procedures and introducing a major change with regard to activities amenable to computerization; second, a steady attempt was made to improve the technical services offered by the Institute; the third area of activity was the work performed in support of collective intergovernmental bodies, from which the main technical guidelines for the Institute's programme of work are derived.

With regard to modernization of the managerial process, the computerization of the system of budget is in preparation and monitoring is nearing completion, and the objectives of saving on administrative costs, follow-up on budget implementation and reducing the period between the closing of the accounts each month and the time when their balances become available. On the other hand, the system is such that it makes it possible to account rigorously for costs, which is indispensable if the policy of austerity of expenditure and the effort to increase internal efficiency are to continue. Also in the realm of management, an effort is being made to improve and upgrade the skills of the administrative staff, and decentralization of responsibilities is still being promoted by assigning more responsibilities to permanent staff in higher categories.

As for the improvement of technical services, progress has been made towards the goals proposed by taking various measures, although no new measures have been added. On one hand, the Institute continued to concentrate on updating the theoretical and practical approaches taken in its areas of expertise, particularly in the fields of planning and co-ordination of economic and social policies. Progress also continued in the development of specific models and techniques

for tackling the economic and social development problems of the region. Similarly, there was progress (although not so much as in the preceding case) in the adjustment of the Institute's ability to supply services at the specific demand of the member governments. The persistence of serious financial problems has prevented on adequate renewal of the available technical staff members and the implementation of some of the tasks provided for in the programme of work.

The Sixth Meeting of the Technical Committee of ILPES was held in Mexico City on 16 April. At it the updated part of the new institutional project 1984-1986 was adopted, and the policy of decentralization and the establishment of a new unity in the Caribbean was endorsed. It was also unanimously agreed to change the name of the Institute to "Latin American and Caribbean Institute for Economic and Social Planning", maintaining the acronym "ILPES" in all languages. Finally, it was recommended that member governments and co-operation agencies should strengthen the financial support of ILPES so that the Institute could develop its activities.

Within the framework of SCCOPALC, the Fifth Conference of Ministers and Heads of Planning of Latin America and the Caribbean was held in Mexico City from 15 to 17 April 1985. In response to an invitation extended by the government of Mexico, the following countries, in addition to the member countries and international bodies, sent representatives: Spain, the United States of America, Portugal, the German Democratic Republic and Yugoslavia. The conference considered the following items: "External crisis and reactivation programmes in the 1980s" and "Role of the State in economic and social policies in the future". In addition, a working group considered items on centralization and decentralization in the public-sector decision-making process, and employment, income and social programmes in the second half of the decade.

With regard to decentralization, special mention should be made of the entry into operation of the ECLAC/ILPES unit for the Caribbean established at the ECLAC Sub-regional Office in Port of Spain in September 1985. Efforts were continued in conjunction with CLADES to strengthen the Planning Information System (INFOPLAN). Attention should also be drawn to the relations maintained with the joint ECLAC/UNED Development and Environment Unit.

C. Programme activities

Tables and summaries are given below of the activities carried out in 1985 in the advisory services, training and research programmes and in the areas of horizontal co-operation and publications.

1. Advisory Services Programmes Department

As provided for in the programme of work, advisory services activities strengthened direct relations between ILPES and the governments of the region. The advisory services it provides to governments directly were performed in close association with ECLAC, UNDP and DTCD and were fully supported by IDB. In addition, vital links were maintained with a variety of international bodies and bilateral co-operation agencies. In this connection attention should be drawn to the particularly close relationship, at both technical and financial level, with IDB, UNDP and the World Bank. The work done in association with IDB has focused on projects for Ecuador (regional planning in rural areas), Guatemala (global planning and projects), Paraguay (global planning) and the Dominican Republic (programming of investments and projects).

These advisory service activities are concentrated in the general subject areas laid down in the programme of work. At the express request of governments, emphasis has been placed on the design of development plans and strategies, the strengthening of institutional capacity (in particular as regards the investment process) the enhancement of planning information systems, regional planning (including rural development and local planning) and the identification and implementation of programmes and projects emphasizing social development. Attention should also be drawn to the work recently conducted in conjunction with the ECLAC system.

Note should be taken of the important role played by the planning information system (INFOPLAN) in 1985. CLADES and ILPES have carried out technical co-operation missions to improve systems for managing information and documentation in the field of planning.

Other relevant developments include the following: the growth of demand in connection with local development; increased co-operation with ECLAC and UNEP in the incorporation of the environmental dimension in development planning and large-scale horizontal co-operation linked to the generation or support of advisory services activities. Examples of such operations follow: Chile-Ecuador (planning and promotion of agroindustrial exports), Colombia-Brazil [Piauí] (policies relating to the creation of jobs, social housing projects and rural development); Colombia-Paraguay (distance education and social policies and programmes); Paraguay-Brazil (financing of social policies); Chile-Guatemala (programming of investments and projects).

The following table summarizes the activities carried out in 1985.

SUMMARY OF ACTIVITIES IN 1985

Advisory services activities	Field of activity	Topics and/or progress made
1. ARGENTINA	Planning and economic policy	Advisory services in overall planning and short-term economic policy.
2. BELICE	Global planning	Formulation and approval of final draft of macro plan.
3. BRAZIL (Bahia)	Planning information system	Methodology, preparation of regional accounts (second fase).
4. COLOMBIA	Municipal planning	Base-line study, present state of municipal planning.
5. COSTA RICA	Global planning and economic policy	Preparation of project for submission to IDB and improvement of the methodology for short-term analysis.
5. CHILE	Municipal planning	Advisory services in municipal planning, SERPLAC Metropolitan Region and Municipalities of Las Condes and Quinta Normal.
7. ECUADOR	Municipal planning	Methodological foundations for incorporation of local development in the national plan.
	Regional planning at rural level	Economic and financial programming of projects and support for the implementation of the Sur de Loja Project.

Advisory services activities	Field of activity	Topics and/or progress made
8. GUATEMALA	Global planning and projects	Preparation of Methodological aspects of the medium-term strategy and of methodology of conjunctural study.
9. GUYANA	Projects	Evaluation of National Projects System.
10. HONDURAS	Global planning	Preparation of national development strategy with particular emphasis on its social aspects.
11. PARAGUAY	Global planning	Formulation of development plan and high-level seminar on strategy options.
12. PERU	Planning and short-term economic policy	Discussion of economic policy lines.
13. DOMINICAN REPUBLIC	Municipal planning	Development programme aimed at reform and modernization of municipal structures.
14. URUGUAY	Global, regional and social planning	Discussion of economic policy lines.

2. Training Programmes Department

The programme of work of the ILPES Training Programmes Department has continued to incorporate subjects and priorities emanating from the main concerns of the member governments. This has led to greater diversification of the thematic fields and contents and also to an extension of the geographical area in which it conducts its activities.

a) Activities of an international type

i) Courses

Twenty-sixth International Course on Development, Planning and Public Policies (Santiago, Chile, 24 weeks). Held from 24 June to 6 December. This course constitutes the central training activity of the Institute and represents a tradition of 26 years (having begun with ECLAC itself). Forty-two professionals from 17 countries, including Latin American and Caribbean countries, Spain and Ecuatorial Guinea, were admitted.

Third Course-Workshop on Current Problems and Development Strategy Options (CIDE/ILPES/ECLAC, Mexico City, 12 weeks). Held in Mexico City from 9 September to 29 November and designed for participants coming from Mexico and the Central American and Spanish-speaking Caribbean countries.

Third Course-Seminar on Foreign Trade Policies (ECLAC, ILPES, OAS and UNCTAD; Paraguay, 3 weeks). Held at Asunción, Paraguay, from 10 to 28 June, the aims of this course were similar to those of the courses held in 1984.

Economic Policy Analysis Course (CDB/IDE-World Bank/IARM/ILPES, Barbados, 3 weeks). Held in Barbados, from 30 September to 18 October for the English-speaking Caribbean countries, for the purpose of analyzing the problems involved in the design and execution of public policies. This activity was carried out conjointly with EDI/World Bank with financial support from the Caribbean Development Bank. 24 professionals participated.

Second Subregional Course on Planning and Environmental in the Andean Area (ECLAC/ILPES/CAF/UNEP, Colombia, 4 weeks). Held at Medellín, Colombia, from 23 April to 17 May with a view to eliciting a wide-ranging discussion on environmental problems in the sphere of development planning.

Second Course on Social Planning (ILPES/ASONG/ECLAC, Santiago, Chile, three weeks). Held at Santiago from 8 to 26 April, with a view to analyzing the mechanisms of planning and assessment of

social projects utilized by the non-governmental organizations associated with the United Nations.

Inter-American Course-workshop on Construction of Indexes Foreign Trade (ECLAC/CIENES, Santiago, Chile, 8 weeks). Held at Santiago, from 2 September to 31 October, organized jointly by CIENES and ECLAC/ILPES. This course was aimed at the production and use of economic indexes and indicators related to foreign trade. Attended by 23 professionals.

ii) Seminars

Seminar on Current Problems and Challenges in Latin American Education (UNESCO/ILPES, Santiago, Chile). Held at Santiago, in the third week of March and attended by 25 high-level experts from ten countries of the region and two European countries (France and the Federal Republic of Germany) and by authorities in education from IIEP (UNESCO/Paris), OAS and ECLAC and from the sponsoring institutions (ROSTLAC/UNESCO, Santiago, Chile, and ILPES).

High Level Seminar on National Economic Management Issues in the Caribbean (EDI-World Bank/ILPES/IARM/Caribbean Development Bank, Barbados, one week). Held in Barbados from 11 to 15 February for professionals and authorities of CDB, CARICOM, the UNDP Office in Barbados, the ECLAC Office in Trinidad and Tobago and the Ministries of Finance and Planning of 11 English-speaking countries.

Regional Seminar on the Environmental Dimension in Development Planning (ECLAC/ILPES/UNEP/Government of the Argentine Republic, Buenos Aires, 3 days). Held in Buenos Aires from 17 to 19 June for the purpose of discussing advances and critical problems in methodologies used in theoretical studies on the incorporation of the environmental dimension in the planning process during the current period of crisis.

Seminar-workshop on Regional Planning (Mendoza, Argentina, 31 May to 2 June, 25 participants).

b) Activities of a national type

1) Courses

For 1985 three advanced or special courses and one basic or intensive course were planned, all in relation to training activities of predominantly national level.

Sixth Course on Development Processes and Problems in Latin America (ICI/ILPES, Spain, 4 weeks).

Course-Seminar on Processes and Problems of Latin American Development (ICI/ILPES/CIDOB, Spain, 4 weeks).

Course on the Planning of Services for Rural-Regional development (ILPES/CERUR/Technical Training Department of Paraguay, Paraguay, 5 weeks).

Tenth Regional Planning Course (ILPES/CENDEC, Brazil, 7 weeks).

ii) Seminars

With regard to national seminars, the participation of the Institute is, in some cases, limited; but it does play a vital role in making each of the seminars in which it plays some role viable. It participated in the following seminars:

Seminar-workshop on Regional Planning and Public Policies (National University of Cuyo/ILPES, Argentina, three days).

Seminar on the external Sector and Development Strategies (CACIPEX/ILPES/ECLAC, Bolivia, 1 week).

3. Research Programmes Department

The work performed in connection with research consisted first in completing the preparation of the technical documentation for the Fifth Conference of Ministers and Heads of Planning of Latin America and the Caribbean and second in carrying out a number of studies in support of ILPES activities in various countries in the fields of planning and economic policy, planning and social policy and planning and regional development.

a) Studies for the Fifth Conference of Ministers and Heads of Planning

On the basis of the agenda prepared for the Conference, several studies were carried out concerning the impact of the crisis on the development of countries and how the crisis affected planning and the application of public policies in the region during the period 1982-1984.

First, as regards basic documentation, a number of country papers were prepared, covering Argentina, Brazil, Colombia, Chile, Peru and Ecuador, the Central American countries and Panama and the English-speaking Caribbean countries.

On the basis of these individual studies, three studies covering the region as a whole were prepared, the first of which concerned the impact of the external crisis and the response to it given by the reactivation programmes undertaken in a number of countries, with emphasis placed in this analysis on the new role assumed by the State and by planning. The second comprehensive study concerned the impact of the crisis on development and social planning, and the third related to the intraregional effects of the crisis and its impact on centralization and decentralization policies. The information contained in these studies provided the background material for the preparation of the comprehensive document submitted to the fifth Conference on the subject of planning and public policies applied in the period 1982-1984 and the outlook for the second half of the decade.

b) Planning and economic policies

In this area, ILPES assisted in the preparation of the macro-economic projections and the medium-and short-term models required by the Planning Department of Paraguay (STP) in support of the National Development Plan which is in preparation.

In addition, work was completed on the preparation of a monograph describing the system for managing and planning the economy of Cuba, a study which was carried out with the help of information of various kinds provided by the Central Planning Board. Work was begun on macro-economic models, in co-operation with Uruguay and Venezuela.

4. Activities relating to Social Planning and Policies

In 1985, ILPES focused its activities in the social area on the social impact of the crisis which the region is experiencing. A number of studies were prepared to describe the effects of the economic crisis on the social sector in general, on education policies and on the situation of young people. These documents were submitted to meetings held in Mexico City (fifth Conference of Ministers and Heads of Planning of Latin America and the Caribbean), Santiago, Chile, and Bogotá.

In these studies it was shown that governments have been compelled to seek economic adjustment by decreasing public spending and that this has also affected programmes in the social sector.

In 1985, ILPES and the Pan-American Health Organization embarked on a Project to analyse health planning and its intersectoral articulation .

5. Activities relating to Planning and Regional Development

Empirical studies were carried out on the following topics during 1985:

Commercial policy and regional development: The impact of Chile's external openness on the structure of regional industry;

Bío-Bío: Twenty years of regional policies;

State-region articulation: Key to regional development;

The development of the frontier as a particular example of the general regional development model;

Basic challenges of development in the Fifth Region of Chile;

Centralization and territorial decentralization in the public-sector decision-making process.

6. Horizontal co-operation activities

Support was provided for horizontal co-operation activities in the field of economic and social development planning and co-ordination of public policies. The Institute participated in bilateral horizontal co-operation activities between Chile and Ecuador, Colombia and Brazil, Colombia and Paraguay and Paraguay and Brazil.

7. Main documents produced

a) Main documents on planning and economic policy

- i) Summary: Public planning and policies in 1982 and prospects for the second half of the decade. (LC/IL/L.15 [CM 5/4]), 14 March 1985.
- ii) The Central American Isthmus: Economic crisis and development planning [prepared in co-operation with the ECLAC Mexico Office] (LC/IP/R.55) 26 March 1985.
- iii) The international economic recession, planning and economic management in the English-speaking Caribbean (LC/IP/R.54), 26 March 1985.
- iv) Crisis externa y programas de reactivación: El papel del Estado y de la Planificación (LC/IP/IN.8), 4 April 1985.
- v) El impacto social de la crisis (LC/IP/IN.10), 4 April 1985.
- vi) Centralización y descentralización territorial en el proceso decisorio del sector público (LC/IP/IN.9), 4 April 1985.
- vii) Un modelo macroeconómico para Paraguay. Document prepared for the twenty-fifth Course on Development, Planning and Public Policies (ILPES, December 1984).
- viii) El sistema de dirección y planificación de la economía cubana (LC/IP/IN.11), 4 April 1985.

b) Main documents produced in connection with social planning and policies

- i) ILPES, El impacto de la crisis en la educación y los principales problemas que provoca, submitted to the Seminar on current problems and challenges relating to education in Latin America and the Caribbean and their repercussions on educational planning, Santiago, Chile, March 1985.
- ii) Participación social en América Latina y el Caribe, UNDP-DTCD-ILPES-ECLAC, Quito, Ecuador.
- iii) Aspectos metodológicos de las políticas de desarrollo social, ILPES-UNICEF Study Series on Social Policies No 3, Santiago, March 1985, 116 pages.

- iv) ILPES/Advisory Services Programmes Department, Modelo para la síntesis del diagnóstico global de la situación económica y social de Honduras, Tegucigalpa, CONSUPLANE, March 1985, 23 pages.
- v) Palma, Eduardo, La descentralización de la política social: Participación e intersectorialidad, preliminary version, Santiago, Chile, 63 pages.
- vi) ILPES, Planificación de las políticas sociales para la juventud en una época de crisis, submitted to the Seminar on the Planning of Youth Policies in the Andean countries, Bogotá, Colombia, September 1985. (LC/R.456 [Sem.27/2]), 70 pages.

Annex II

SOURCES AND USES OF RESOURCES AND THE STABILIZATION
OF THE REGULAR BUDGET OF ILPES1. The foundations of the current financial system

1. It will be recalled that from the start the New Institutional Project sought to stabilize the regular ILPES budget by having recourse to two basic sources of funds: the permanent budget of the United Nations (Series 100 posts) and direct contributions by member governments, on the understanding that these resources would be supplemented by contributions from UNDP for financing specific projects. Basically, the New Institutional Project envisaged a total contribution from member governments of US\$ 4.5 million for the three year period 1984-1987 (see Table 5). This scheme of responsibilities did not mean that the Institute was renouncing the procurement of additional resources by its own means, to complement the necessary financing. Nor did this update of the basic document suggest that the proposal government contributions should be increased even if it becomes necessary to reconstitute the minimum reserves used up during the period 1983-1985 (see Table 6).

2. In this connection, it is of interest to recall some key aspects of the decision taken in May 1983 in relation to contributions from member governments. From the Institutes past experience, it is impracticable for regular expenditure to be heavily dependent on its regular resources; therefore, the Institute must depend less for its basic functioning on the receipt of resources through specific services. There are two reasons for this: one, that the technical team needed to fulfill these bilateral service contracts (between the Institute and member governments) has a duration and composition which differs from the needs of a permanent basic team; and, two, that the resources generated by service contracts are always insufficient to finance the basic team. It was therefore with a view to regularizing the Institute's budget that the proposal unanimously approved in 1983 established a larger real subsidy from the member governments, which once distributed evenly among them all, would prevent the additional burden from weighing heavily on any one of them.

3. In pursuance of the mandates received, the Institute negotiated through ECLAC the replacement of contributions from UNDP by new permanent posts from the United Nations. This, at best, could take place only at the end of 1987 and always provided that it received the strongest support at the next session of ECLAC and the ratification of the General Assembly. If this expansion materializes the pressure on the government contributions could be reduced in proportion to the new

posts created. It is important to note that, in spite of the Institute's express preference for this solution, no change in its permanent posts was adopted in 1984 and 1985, and in 1986 the position as regards the Series 100 staff remains unchanged.

2. Sources and uses of resources in 1985-1986

4. The Institute's overall budget for 1985 amounted to US\$ 3 025 200 as compared with the US\$ 3 981 200 envisaged two years previously; hence, it is much lower than the 1982 budget, which totalled almost US\$ 4.5 million at 1982 prices. It should be noted that the regular sources (44% of the total) and the regular operational expenditure (55%) again became destabilized since some of the income envisaged was never received (table 6, item A). The observations which follow pertain to the budget proposed for 1986.

5. Regular resources should total US\$ 2 350 600 in 1986; of this amount US\$ 530 600 are provided by the United Nations (see Table 7, lines A.1 and A.2) and US\$ 1 500 000 are obtained from governmental contributions (line A.3).

6. With respect to non-regular sources (US\$ 1 152 000) in 1986 funds are expected from four sources (see table 7, lines B.1 to B.4). Firstly, the various contributions from UNDP country programmes (funds budgeted to support local projects) may amount to a maximum of US\$ 50 000. Secondly, "financing for other projects" is expected to recover in 1986, and it is estimated that it will total at least US\$ 630 000. Thirdly, inter-agency agreements are showing a tendency to decline in as much as in 1984 the resources corresponding to them were more than three times as high as in 1983 and in 1986 it can be hoped only to maintain the figure of close to US\$ 180 000 (already recorded in 1985). Finally, "agreements with non-member countries" should amount to US\$ 150 000, slightly less than in 1985, owing to the guilder/dollar exchange rate (agreement with the Netherlands).

7. The table of sources concludes with the Institute's "own resources" generated during the year (table 7, line C.1), estimated at US\$ 170 000; this includes net overhead balances, possible interest on balances in banks and sales of publications. In addition, there is a final item representing "balance of net transfers of resources" from 1985 to 1986, totalling US\$ 338 400. This transfer is much lower than it should be, considering that the Institute used up its reserves in the three year period 1982-1984 in order to maintain its regular operations (see table 7, line C.2).

8. Operating expenditures are estimated at US\$ 2 100 000 (see table 8), including personnel (regular professional and administrative staff and consultants at headquarters); fellowships, travel, miscellaneous and publications, and is 30% lower than in 1982 and 26% lower than the first estimate approved for 1986 (i.e., in May 1983; in both cases comparing values at current prices). All items are being strongly reduced from the first estimate for 1986. As regards personnel (table 8, line D.1), the figure is being cut by 37%, which means that the lower limit of the internal adjustment which can be made by cutting expenses has been reached. As for fellowships (table 8, line D.2), the amount of US\$ 260 000 scheduled, which is the equivalent of 20% less than the amount spent in 1982 in nominal terms, i.e., at current dollar prices, must be made available.

9. "Related expenditures" (table 7, lines E.1 and E.2) are estimated at US\$ 225 000 and fall into two categories. "Obligatory transfers" (US\$ 200 000) represent the transfer from overhead generated by ILPES operations, which also affects government contributions, "foreign exchange losses" to a certain extent represent a new item of expenditures, these arise from the payment in national currency of governmental contributions originally envisaged in convertible currency.

10. It is difficult to estimate the expenditure for "specific project" as it depends on what requests are received from countries throughout the year, particularly in the area of advisory services. It is estimated that the amount for 1986 US\$ 632 000 (table 8, line F) and that it will be basically self-financed (table 7, line B.2). An expenditure of US\$ 40 000 (table 8, line G) is envisaged for the item entitled "equipment" to meet the needs for means of transport and additional office equipment (especially computer equipment) in 1986.

11. The title of the entry for "reserves and payments commitments" (table 8, line H) changed to accord with the new scheduled of accounts of the Institute. The "commitments" recorded (lines H.1 and H.2) reflect the Institute's performance in the field and show a tendency to rise. With regard to the item entitled "reserves and miscellaneous allocations" (table 8, line H.3), a few observations are in order. This item includes some small balances from past projects, accounts remaining to be paid from the preceeding year and some items which might be regarded as "labor liabilities". The figure for 1986 (estimate of US\$ 298 000 in line H.3) includes another element of an obligatory nature --a special fund to cover the labour rights of United Nations staff with a long period of uninterrupted service.

12. Finally, in "other expenditures and obligations" (table 8, line I) the total balances (as of 31 December) of all ongoing project accounts is recorded, with a distinction made between them and obligations carried over from preceeding years, which represent funds earmarked for activities which were still generating expenditures (i.e., in the preceeding year). These are "allocations" provided for under agreements or in specific schedules of account. The table

showing uses of resources ends by recorder of the net balance (line J) which amounted to US\$ 160 400 in 1985 and is estimated to reach US\$ 200 000 in 1986, both amounts lower than ever before and inadequate to the Institute's normal level of operations.

2. The updated New Institutional Project 1987-1990

13. The first phase of the "New Institutional Project" ends in December 1986. The estimates for 1987 are provisional in two senses: first they depend on the evolution of finances for 1986 (in which some components of the budget for 1985 still have to take concrete form) and, second, on the way in which the Institutional Project is structured in its second phase. This structure will be examined at the ninth meeting of the Technical Subcommittee, which, is scheduled to be held in November 1986.

14. A rough estimate shows that in 1987 income and expenditure will total some US\$ 12.1 million, an amount much lower than what would have been practicable for the Institute at its size in 1982. Income, would be broken down in terms of regular budget (US\$ 2.5 million), non-regular sources (US\$ 1.1 million) and other resources (US\$ 500 000), all expressed at 1983 values (April). Expenditure it would consist first in personnel (US\$ 2.2 million) with the remainder (nearly half) categorized as related expenditure, specific projects, equipment, reserves, and other obligated funds and reserves (see table 5).

Table 1

ILPES: SCHEDULE OF COLLECTIVE DELIBERATION BODIES

A. Conference of Ministers and Heads of Planning

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Conference	City	Country	Date	Chairmanship
First Conference	Caracas	VENEZUELA	13-16 April 1977	-Venezuela 1977-1978
Second Conference	Lima	PERU	15-18 November 1978	-Peru 1978-1980
Third Conference	Guatemala City	GUATEMALA	26-29 November	-Guatemala 1980-1983
Fourth Conference	Buenos Aires	ARGENTINA	9-10 May 1983	-Argentina 1983-1985
Fifth Conference	Mexico City	MEXICO	15-17 April 1985	-Mexico 1985-1987
Sixth Conference	Havana	CUBA	March 1987 *	-(Ad hoc) designation 1987-89
Seventh Conference	(to be decided in 1987)	(idem)	(First quarter 1989)*	-(Ad hoc) designation 1989-1991

* Anticipated date.

B. Meetings of Technical Subcommittee and Technical Committee

ILPES

Subcommittee meeting	City	Country	Date	Committee meeting	City	Country	Date
First	Contador Island	PANAMA	2 Nov. 75	First	Port of Spain	TRINIDAD AND TOBAGO	7 May 75
Second	Bogota	COLOMBIA	12 Sept. 76	Second	Caracas	VENEZUELA	15 April 77
Third	Panama City	PANAMA	21 and 22 April 1978	Third	Lima	PERU	16 Nov. 78
Fourth	Santiago	CHILE	14-15 Feb. 80	Fourth	Guatemala City	GUATEMALA	29 Nov. 80
Fifth	San Jose	COSTA RICA	29-30 Nov. 82	Fifth	Buenos Aires	ARGENTINA	23 Nov. 85
Sixth	Mexico City	MEXICO	28-29 Nov. 83	Sixth	Mexico City	MEXICO	16 April 85
Seventh	Brasilia	BRAZIL	3-4 Nov. 84	Seventh	Havana	CUBA	March 87 *
Eighth	Bogota	COLOMBIA	20-21 Jan. 86	Eighth	(to be decided)	(idem)	(First quarter 89) *
Ninth	(to be decided)	(idem)	Nov. 86 *				

* Anticipated date

Table 2

ILPES: SUMMARY OF MAIN RESOURCES OF FINANCING

Order	Period	Main sources of <u>regular financing</u>	Percentage of total (average)
A	1962-1973 <u>a/</u>	United Nations Special Fund /UNDP and IDB <u>b/</u>	97
B	1974-1976	UNDP <u>c/</u>	96
C	1977-1983	UNDP and United Nations <u>d/</u>	90
D	1984 <u>e/</u> -1986	Member governments, <u>f/</u> UNDP and United Nations	67
E	1987-1990	Member governments, United Nations and others (to be decided)	70 (to be decided)

a/ During the first five years direct contributions from member governments, accounting for a minority share of the budget (less than 3% of the total), were recorded; these resumed in 1978 (less than 10% of the total).

b/ The IDB contribution grew, in absolute values, between 1962 and 1968 (reaching between 20% and 25% of the total), fell between 1969 and 1973 (to 7% of the total) and was discontinued in 1974.

c/ During this short period, the Institute was almost entirely a UNDP project.

d/ The General Assembly allocates 16 permanent posts funded from the regular budget to ILPES (six for technical staff and the rest for administrative staff). The share of these posts in the total budget of the Institute fluctuated between 25% and 35% during this period.

e/ In April 1983, UNDP reported a reduction of US\$ 830 440 in its allocations to ILPES (amounting to a cut of 33% in the total funds available); a new financing system went into effect at the beginning of 1984.

f/ In May 1983, the New Institutional Project was unanimously adopted by the Technical Committee at its Fifth Meeting in Buenos Aires. This was put into practice the following year, thereby strengthening the intergovernmental nature of the Institute. In 1985, the governments supplied close to 35% of the regular budget expenditure.

Table 3
ILPES: EVOLUTION OF UNDP CONTRIBUTIONS
1962-1986

(In thousands of current US dollars)

Phase	Period	Planned (A)	Actual (B)	Percentage of planned budget effected <u>a/</u> (C=B/A)
I	June 1962/January 1967	3.154.1	2.862.9	90.8
II	June 1967/January 1971	4.537.1	4.315.9	95.1
III	July 1971/June 1974	4.272.7	4.036.3	94.5
IV	July 1974/February 1978	5.072.1	4.211.8	83.0
V	March 1978/December 1979	1.956.0	1.834.3	93.8
VI	January 1980/December 1981	2.536.2	2.425.8	95.6
VII	January 1982/December 1986	<u>3.548.0</u> <u>b/</u>	<u>3.161.7</u>	<u>89.1</u>
	1982	1.032.6	1.049.9	101.7
	1983	926.0	784.5	84.7
	1984	860.8	646.9	75.2
	1985	728.5	360.4	49.5
	1986	-	320.0(estim)	-

a/ These percentages are too high since, in general, the amounts shown in column (B) are spent at a time when purchasing power is lower than when the amounts shown in column (A) were estimated.

b/ Original figures from project RLA/81/013. In April 1983, UNDP rescheduled its budget for that year and for 1984 and 1985 --US\$ 960.000, US\$ 450.000 and US\$ 450.000 respectively. In 1984, it allocated an additional US\$ 200.000, half of which remained from the contribution for 1985.

Table 4

ILPES: BASIC DATA ON OPERATIONAL STAFF

(Date of reference: January 1983)

SOURCE	Current situation			Administrative staff	Current total	Cuts in technical staffs since 1982			Contracts to be renewed up to December 1986	Permanent staff remaining if contracts are not renewed
	Technical staff					Tech- nical nist.	Admi- nist.	Total		
	International	Local	Subtotal							
	(1)	(2)	(3)							
A. <u>Regular staff</u>	<u>17</u>	<u>5</u>	<u>22</u>	<u>14</u>	<u>36</u>	<u>- 3</u>	<u>- 2</u>	<u>- 5</u>	<u>20</u>	<u>16</u>
A.1 Permanent United Nations staff	6 <u>a/</u>	1	7	9	16	-	-	-	-	16
A.2 UNDP/Phase VII	2	1	3	3	6	- 2	- 1	- 3	6	-
A.3 Income and own resources	9	3	12	2	14 <u>b/</u>	- 1	- 1	- 2	14	-
B. <u>Other staff</u>	<u>6</u>	<u>-</u>	<u>6</u>	<u>-</u>	<u>6</u>	<u>- 5</u>	<u>-</u>	<u>- 5</u>	<u>6</u>	<u>-</u>
B.1 Other projects (at headquarters only)	6	-	6	-	0	- 3	-	-	6	-
B.2 Associated experts	0	-	0	-	0	- 2	-	-	0	-

a/ There are six permanent posts, one of which is vacant and is being announced.

b/ The reduction in UNDP funds (April 1983) meant an increase in personnel supported with the Institute's own resources, as provided for in the New Institutional Project.

Table 5 */

ILPES: STRUCTURE OF THE NEW INSTITUTIONAL PROJECT ACCORDING TO THE
ORIGINAL VERSION AND THE UPDATED VERSION

(In thousands of US dollars at current prices)

REF.	ITEM	First version (May 1983)			Current version (January 1986)			
		Biennium 1984-1985	Planned 1986	Total	Actual ex- penditure 1984-1985	Proposed 1986	Total	Preliminary 1987
		(A)	(B)	(C=A+B)	(D)	(E)	(F=D+E)	(G)
I.	<u>Total income</u>	<u>7 880.0</u>	<u>3 940.0</u>	<u>11 820.0</u>	<u>6 341.8</u>	<u>4 011.0</u>	<u>10 352.8</u>	<u>4 100.0</u>
	A. Regular budget	5 302.0	2 351.0	7 653.0	3 606.2	2 350.6	5 956.8	2 500.0
	B. Non-regular sources	1 986.0	1 292.0	3 278.0	1 842.4	1 152.0	2 994.4	1 100.0
	C. Other resources	592.0	297.0	889.0	893.2	508.4	1 401.6	500.0
II.	<u>Total expenditure</u>	<u>7 880.0</u>	<u>3 940.0</u>	<u>11 820.0</u>	<u>6 341.8</u>	<u>4 011.0</u>	<u>10 352.8</u>	<u>4 100.0</u>
	D. Regular operating expenditure	5 692.0	2 846.0	8 538.0	3 738.1	2 100.0	5 838.1	2 200.0
	E. Related expenditure	258.0	168.0	426.0	391.0	225.0	616.0	250.0
	F. Specific projects	810.0	662.0	1 472.0	923.6	632.0	1 555.6	650.0
	G. Equipment	64.0	32.0	96.0	64.3	40.0	104.3	50.0
	H. Reserves and obligated funds	732.0	100.0	832.0	432.4	654.0	1 086.4	600.0
	I. Other expenditures and/or commitments	-	-	-	358.6	160.0	518.6	150.0
	J. Transfer to following year	324.0	132.0	456.0	433.8	200.0	633.8	200.0

*/ To facilitate comparison, this table presents two versions of the New Institutional Project, i.e., the May 1983 version and the January 1986 version (approved at the fifth meeting of the Technical Committee and the eighth meeting of the Technical Subcommittee, respectively). The comments in the text refer to tables 6, 7 and 8, which provide a breakdown of the data presented in this table. The estimates for 1987 are preliminary and may be changed at the ninth meeting of the Technical Subcommittee (November 1986).

Table 6
 ILPES: GENERAL BREAKDOWN OF SOURCES AND USES OF FUNDS
 (In thousands of US dollars at current prices)

REF.	ITEM	1982	1983	1984	1985	1985	1986	1986
		Actual	Actual	Revised	Planned */	Actual	Planned	Proposed
I.	<u>Total sources</u>	<u>4 483.3</u>	<u>3 401.1</u>	<u>3 316.6</u>	<u>3 981.2</u>	<u>3 025.2</u>	<u>4 202.0</u>	<u>4 011.0</u>
	A. Regular budget	2 032.9	1 571.5	1 965.9	2 450.0	1 640.3	2 200.0	2 350.6
	B. Non-regular sources	1 709.6	1 380.0	887.5	1 097.8	954.9	1 622.0	1 152.0
	C. Other funds	740.8	449.6	463.2	433.4	430.0	380.0	508.4
II.	<u>Total expenditure</u>	<u>4 483.3</u>	<u>3 401.1</u>	<u>3 316.6</u>	<u>3 981.2</u>	<u>3 025.2</u>	<u>4 202.0</u>	<u>4 011.0</u>
	D. Regular operating expenditure	2 976.5	1 790.4	2 018.1	2 330.0	1 720.0	2 760.0	2 100.0
	E. Related expenditure	157.6	125.3	206.2	240.0	184.8	250.0	225.0
	F. Specific projects	657.1	779.2	578.6	576.2	345.0	644.0	632.0
	G. Equipment	38.6	4.7	32.2	32.0	32.1	32.0	40.0
	H. Reserves and obligated funds	206.5	30.0	78.1	343.0	354.3	382.0	654.0
	I. Other expenditure and/or commitments	157.4	264.9	130.0	260.0	228.0	-	160.0
	J. Transfer to following year	289.6	306.6	273.4	200.0	160.4	134.0	200.0

*/ Latest estimate (March 1985).

Table 7

ILPES: SOURCES OF FUNDS

(In thousands of US dollars at current prices)

REF.	ITEM	1982 Actual	1983 Actual	1984 Revised	1985 Planned ^{a/}	1985 Actual	1986
	<u>A. Regular budget</u>	<u>2 032.9</u>	<u>1 571.5</u>	<u>1 965.9</u>	<u>2 450.0</u>	<u>1 640.3</u>	<u>2 350.6</u>
5100	A.1 Permanent United Nations posts	729.2	569.2	585.0	600.0	465.9	530.6
6100	A.2 Resources Phase VII/UNDP	1 130.4	800.0	646.9	350.0	361.1	320.0
5200	A.3 Contributions from member governments	173.3	202.3	734.0	1 500.0	813.3 ^{b/}	1 500.0
	<u>B. Non-regular sources</u>	<u>1 709.6</u>	<u>1 380.0</u>	<u>887.5</u>	<u>1 097.8</u>	<u>954.9</u>	<u>1 152.0</u>
6200	B.1 UNDP support to ILPES projects	-	-	15.7	30.0	37.6	50.0
6300	B.2 Financing of other projects	1 251.4	1 151.5	467.2	645.5	575.3	630.0
8000	B.3 Inter-agency agreements	267.3	68.5	226.6	230.0	175.1	180.0
6500	B.4 Agreements with non-member countries	181.9	160.0	178.0	192.3	166.9	150.0
6700	B.5 Deferred income	-	-	-	-	-	142.0
	<u>C. Other resources</u>	<u>740.8</u>	<u>449.6</u>	<u>463.2</u>	<u>433.4</u>	<u>430.0</u>	<u>508.4</u>
7100	C.1 Own resources in the year	198.9	150.0	156.6	160.0	156.6	170.0
9100	C.2 Balance from previous years	541.9	289.6	306.6	273.4	273.4	338.4
I.	<u>TOTAL INCOME</u>	<u>4 483.3</u>	<u>3 401.1</u>	<u>3 316.6</u>	<u>3 981.2</u>	<u>3 025.2</u>	<u>4 011.0</u>

a/ Estimate made in May 1983 (fifth meeting of Technical Committee).

b/ Includes contributions made by three countries which are in the final stage of payment but have still not been collected.

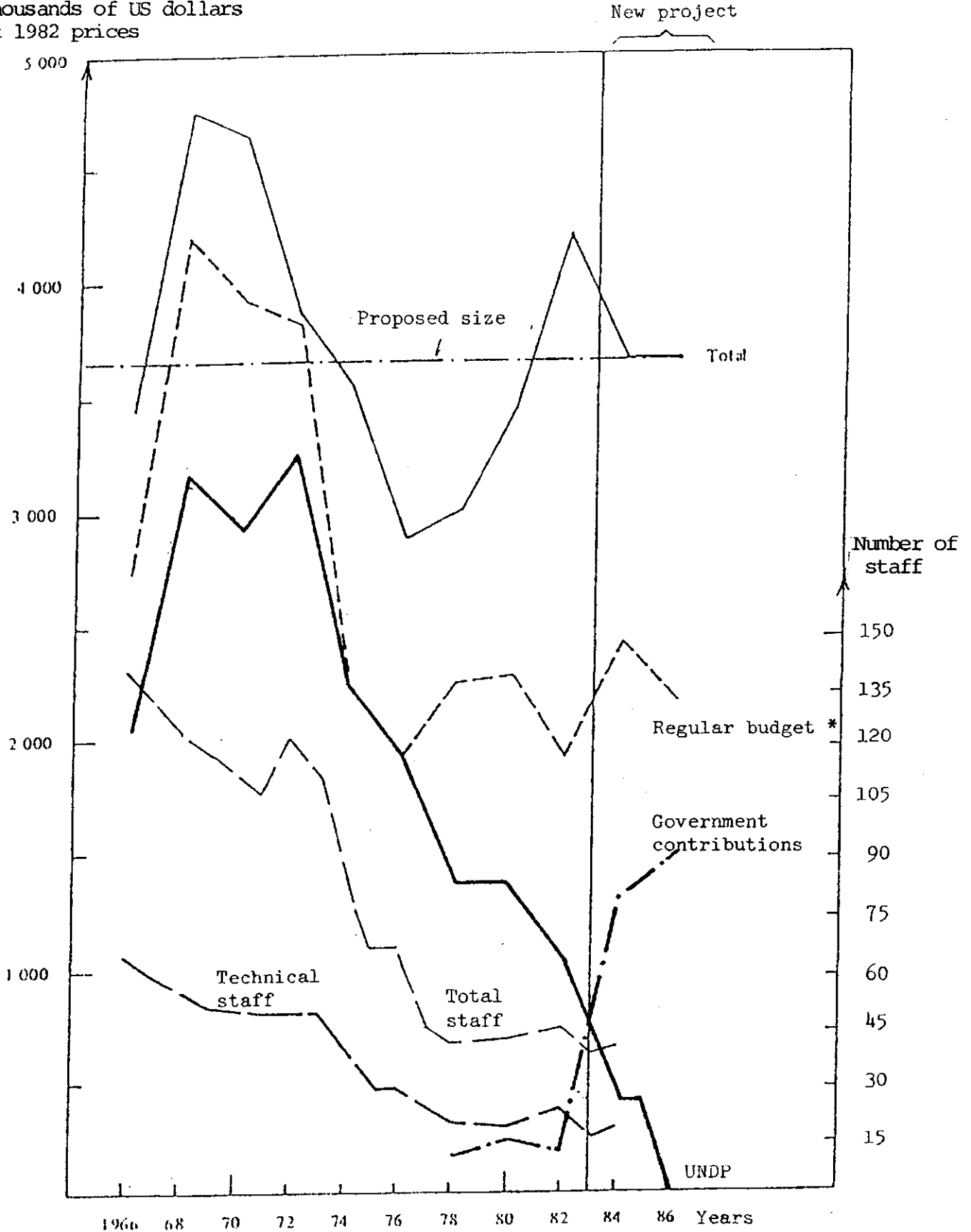
Table 8

ILPES: USE OF FUNDS, 1982-1985
(In thousands of US dollars at current prices)

REF. */	ITEM	1982 Actual	1983 Actual	1984 Revised	1985 Planned	1985 Actual	1986
	D. <u>Regular operation expenditure</u>	<u>2 976.5</u>	<u>1 790.4</u>	<u>2 018.1</u>	<u>2 330.0</u>	<u>1 720.0</u>	<u>2 100.0</u>
1110	D.1 Personnel	2 312.6	1 323.9	1 532.0	1 740.0	1 283.0	1 450.0
1200	D.2 Fellowships	327.5	117.1	238.5	260.0	125.4	260.0
1300	D.3 Travel	169.0	243.6	149.8	180.0	142.9	180.0
1400	D.4 Miscellaneous	167.4	105.8	97.8	150.0	168.7	170.0
1430	D.5 Publications	-	-	-	-	-	40.0
	E. <u>Related expenditure</u>	<u>157.6</u>	<u>125.3</u>	<u>206.2</u>	<u>240.0</u>	<u>184.8</u>	<u>225.0</u>
3250	E.1 Obligatory transfers	157.6	125.3	182.1	180.0	179.1	200.0
4220	E.2 Foreign exchange losses	-	-	24.1	60.0	5.7	25.0
	F. <u>Specific projects</u>	<u>657.1</u>	<u>779.2</u>	<u>578.6</u>	<u>576.2</u>	<u>345.0</u>	<u>632.0</u>
2100	G. <u>Equipments</u>	<u>38.6</u>	<u>4.7</u>	<u>32.2</u>	<u>32.0</u>	<u>32.1</u>	<u>40.0</u>
	H. <u>Reserves and obligated funds</u>	<u>206.5</u>	<u>30.0</u>	<u>78.1</u>	<u>343.0</u>	<u>354.3</u>	<u>654.0</u>
4330	H.1 Obligations carried over from previous year	206.5	130.0	29.2	130.0	53.3	130.0
4310 */	H.2 Other obligations	-	-	48.9	198.0	178.0	226.0
4100 */	H.3 Reserves and miscellaneous allocations	-	-	-	15.0	123.0	298.0
4320 */	I. <u>Other expenditure and/or commitments</u>	<u>157.4</u>	<u>264.9</u>	<u>130.0</u>	<u>260.0</u>	<u>228.0</u>	<u>160.0</u>
4400	J. <u>Transfers to following year</u>	<u>289.6</u>	<u>306.6</u>	<u>273.4</u>	<u>200.0</u>	<u>160.4</u>	<u>200.0</u>
II.	<u>TOTAL EXPENDITURE</u>	<u>4 483.3</u>	<u>3 401.1</u>	<u>3 316.6</u>	<u>3 981.2</u>	<u>3 025.2</u>	<u>4 011.0</u>

*/ Number assigned in internal schedule of accounts. Asterisks indicate accounts combined with other accounts.

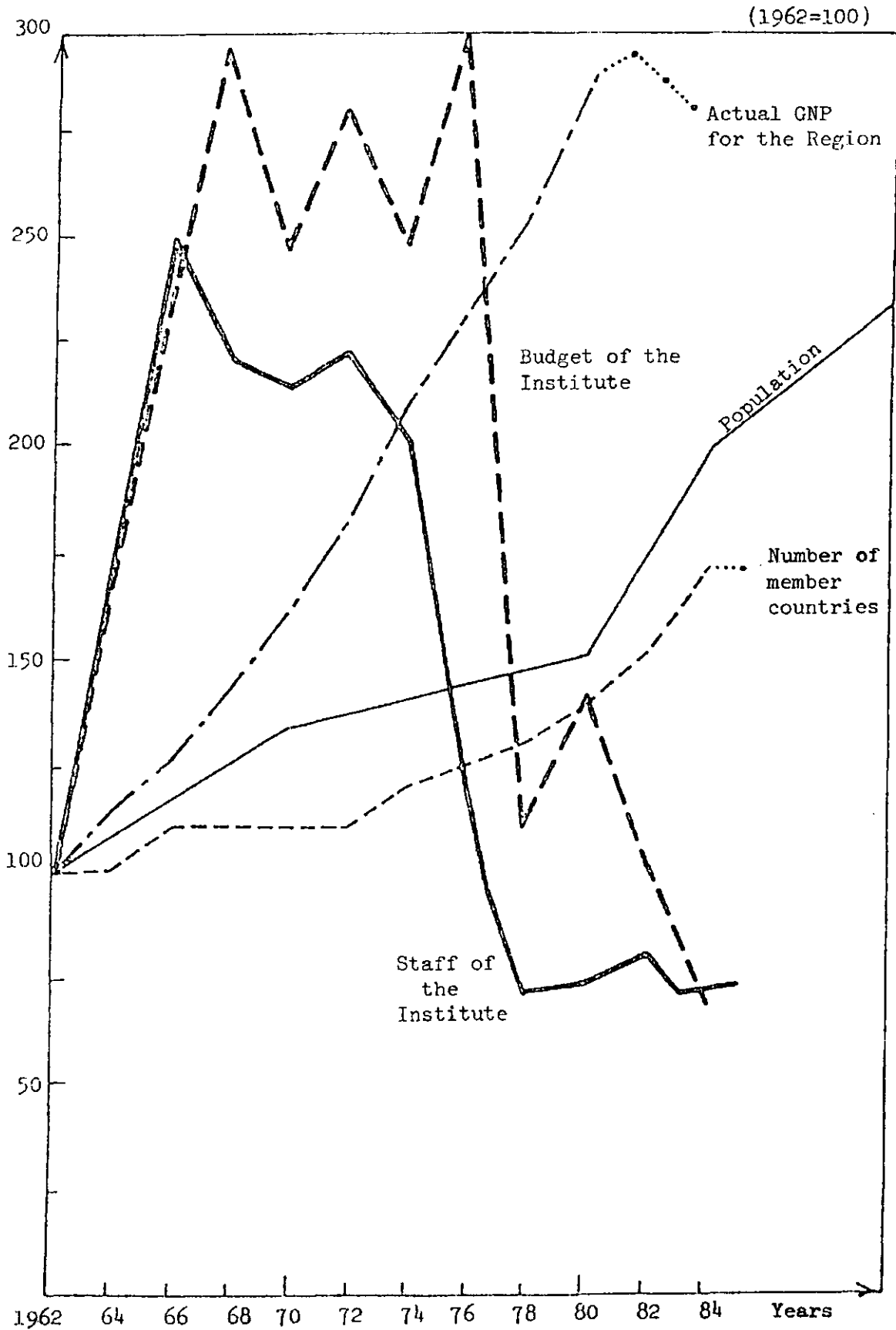
ILPES: ACTUAL EVOLUTION OF INCOME FROM MAIN SOURCES, 1966-1986
 Thousands of US dollars
 at 1982 prices



* / Includes contributions from UNDP, United Nations and governments.

Figure 2

LATIN AMERICA AND THE CARIBBEAN: BASIC INDICATORS FOR THE
REGION AND THE INSTITUTE



Notes

1/ Its broad outlines were explained in the document "ILPES: Bases of a programme for the period 1983-1986", completed in October of the former year. (See document V-ST-4 of the fifth meeting of the Technical Subcommittee, San José, Costa Rica, November 1982).

2/ A preliminary version was sketched out in part IV.C and in chapter V of document V-ST-4. The first official version figures in document I/3, "ILPES: New Institutional Project 1983 and 1984-1986", fifth meeting of the Technical Committee, Buenos Aires, May 1983.

3/ On this point, see the project known as "PNUD/VII Fase". (Various versions of the project RLA-81-013).

4/ See the documents distributed at the sixth and seventh meetings of the Technical Subcommittee (in Mexico, D.F., November 1983, and in Brasilia, December 1984 respectively) and at the sixth meeting of the Technical Committee (Mexico, D.F., April 1985). The most up-to date version is contained in document ST-VIII-4 (Bogotá, January 1986).

5/ See "Ejecución presupuestaria" of July 1982 (internal memo) and also paragraph 87, p. 35, document V-ST-4.

6/ See paragraph 89, p. 36, document V-ST-4.

7/ See the second and third paragraphs, item 6, p.4, of document V-ST-7, "Informe de la V Reunión del Subcomité Técnico del Instituto Latinoamericano de Planificación Económica y Social", San José, Costa Rica, November 1982.

8/ Its outlines were summarized in the chapter "El ILPES en América Latina y el Caribe durante los años ochenta". See chapter I of document I/2, "ILPES: Its role in the region and programme of work for 1983" (E/CEPAL/ILPES/Conf.4/L.3), Fourth Conference of Ministers and Heads of Planning of Latin America and the Caribbean, Buenos Aires, May 1983, especially paragraphs 14 and 15.

9/ This was formalized in the resolutions of the member countries of ECLAC: 199/IX, of 13 May 1961 and 219/AC.50 and 220/AC.52, both of 1962. This last resolution determined the organization of ILPES and established a Directive Council and the post of Director General. Subsequently the Directive Council was replaced by a Technical Committee (resolution 340/AC.66, January 1974).

10/ SCCOPALC: System for Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean (ratified by resolution 371, seventeenth session of ECLAC, May 1977).

11/ Traditionally, the acronym ONP, or Organismo Nacional de Planificaci6n, is used to designate the highest-ranking national body that is representing the member government in the collegiate organs of the Institute (irrespective of its official title: Ministry, Secretariat, Office, etc.).

12/ On this point see especially paragraph 76 of document I-1, "ILPES: Twenty-one Years of Activity, 1962-1983" (E/CEPAL/ILPES/Conf.4/L.2). Fourth Conference of Ministers and Heads of Planning of Latin America and the Caribbean, Buenos Aires, May 1983. As regards the evolution of the main financing of the Institute, see tables 2 and 3 of annex II.

13/ For a detailed picture of the service-type activities and their forms of access by the countries, see document I-1 already mentioned: "ILPES: Twenty-one Years of Activity, 1962-1983" (E/CEPAL/ILPES/Conf.4/L.2).

14/ The first of these has been operating since September 1985, with headquarters in Trinidad and Tobago. In Mexico the Institute has a Secretariat to assist the expert who liaises with SCCOPALC, who has been designated with the collaboration of ECLAC/Mexico. In both cases, the Institute staff works in conjunction with the local suboffices of ECLAC.

15/ Despite a growth of 0.5% in 1985. For details on the data that follow, see ECLAC: Preliminary Overview of the Latin American Economy during 1985, LC/G.1383, Santiago, Chile, December 1985.

16/ Although these increases were greatly affected by the exceptional magnitude of inflation in Bolivia (11 300%), the average rate or price increases in the other economies of the region was also very high (144%). (ECLAC, op.cit.).

17/ In general three main criteria determine the rank of the ONP in order to consider it of ministerial status: first, that its head reports directly to the President of the country or to its Prime Minister; second, that he has a seat in the ministerial councils or top interministerial bodies; and third, that he has an effective role of interministerial co-ordination and at least a deciding voice in the national investment budget.

18/ The following is the distribution of the main languages within the area of the Institute (number of speakers as a percentage of the total population): Spanish, 62.8%; Portuguese, 34%; English, 1.6% and French, 1.4%.

19/ In the case of training in particular, for each professional nominated by the Institute the member governments frequently provide between three and five local instructors, thus supplying a very effective and low-cost form of co-operation.

20/ Of course, the total mentioned does not refer to man/years: there are short-run contracts or mobilizations (generally of one or two weeks), which are incorporated with others of longer term (two and even three or more years).

21/ It is of interest to mention activities carried out jointly in the field of planning and municipal development. In Santo Domingo, in conjunction with the Technical Secretariat of the Presidency, the Dominican Municipal League and other bodies (UNDP, DTCD, and ECLAC) a meeting was organized entitled "International Seminar on Municipal Planning and Development in Latin America and the Caribbean" (Dominican Republic, 4 to 8 November 1985). On that occasion it was suggested that Mexico should co-ordinate the activities of inter-governmental co-operation in this sphere.

22/ Roughly, in a simplified parallelism with a productive firm, they would correspond to the classic sectors of finance, sales, personnel and production, respectively.

23/ In a broad sense, this includes member and non-member governments; directive intergovernmental bodies and international and national institutions. The reference is to "Customer" entities and also to "Supplier" entities providing services or resources.

24/ Also in a broad sense, the term comprises permanent staff (Series 100 and 200), hired staff, consultants, "special service" personnel, professionals from collaborating institutions, national counterparts and even fellowship holders and ex-fellowship holders. The total list would exceed 10 000 names of professionals and experts.

25/ For ease of reference, the four subsystems are designated by the acronyms SEP (ejecución presupuestaria), SIG (información de gestión), SRH (recursos humanos) and SCC (costos y coordinación).

26/ Of course, the characteristics of the reports vary according to whether the project is financially supported by UNDP, IDB, AID, etc., apart from the need to adjust in each case the report of accounts to the requirements of the domestic accounting and auditing systems of the member governments with which the Institute is co-operating.

27/ Moreover, the same team handles important programmes of a technoscientific nature in direct support of the governments (see the activity referred to in the second part of this document).

28/ This reduced capacity for contracting was due to delays in the application of the plan for governmental contributions approved at the Fourth Conference of Ministers and Heads of Planning in Latin America and the Caribbean (see again document ST-VIII-4).

29/ Further on an account is given of activities arising from collaboration agreements, including those of former years.

30/ It is planned to continue supporting the governments in regional development strategies and in training and advisory assistance.

