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ILPES: NEW OPERATIONAL BASES, AND SUMMARY  
OF ACTIVITIES 1986-1987

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## INTRODUCTION

1. This document contains the main lines of the programme of work of ILPES for the forthcoming biennium, as well as a summary of the activities carried out in 1986-1987. As is well known, throughout its 25 years of activity the Institute has focused its work on the areas of planning and co-ordination of public policies, in both the economic and social spheres. In each period, priorities are initially established in the Regional Council for Planning, a multilateral forum comprising the ministers and heads of planning of the 37 member governments of the Institute. The twenty-second session of ECLAC will be briefed on the guidelines adopted at the seventh meeting of the Council (formerly the Technical Committee), in March 1987, at the tenth meeting of the Presiding Officers (formerly the Technical Subcommittee), in March 1988, and in the permanent relationship with the Executive Secretariat of ECLAC.

2. The Institute, by its very nature, is required always to keep in sight the medium and long terms, although in its three spheres of activity (advisory assistance, training, and applied research) it also collaborates with member governments in activities whose effects are more immediately felt. Viewed from a long-term perspective, the economic dynamics of the last biennium gives cause for some concern: an aspect to which attention has also been drawn in other documents being presented at this session. Taken together, the most recent estimates of ECLAC, the World Bank, and the Inter-American Development Bank (IDB), show that the growth in the regional per capita income in 1986-1987 was of the order of 0.9%, compared with the 1.2% recorded in the preceding biennium. Moreover, this indicator does not reflect what the region has lost on account of the net remittance of resources abroad, while it must also be viewed in relative terms because of the high regional dispersion of the rates of variation in per capita income: in both bienniums, the most dynamic economies achieved annual average rates of almost 6%, while at the same time there were cases of negative rates of -4%, -5% and even -6%. In 1986-1987, nine countries grew faster than the regional average in comparison with the previous biennium. At the same time, however, per capita income fell in nine other countries. These few data explain why during the biennium member governments showed greater interest in returning to the path of development, and this is reflected in the guidelines that have been established for the multilateral work of ILPES.

3. As is well known, ILPES's work in recent years has been generally characterized by a vigorous thrust towards renovation which was manifested in three areas: a redefinition of the relations between the Institute and member governments (New Institutional Project: 1984-1990); a vigorous internal effort to raise levels of efficiency (Programme of Administrative Modernization); and a conceptual, methodological and procedural reformulation of all aspects of planning (Programme of Improvement of Technical Work). From here on, this

document will focus on this latter aspect. The other two aspects are dealt with in annex 1. Annexes 2 and 3 summarize the activities carried out in 1986 and 1987. The documents presented to the Regional Council for Planning and to the meetings of the Presiding Officers deal with these aspects in greater detail.

4. The reason why the structure of the document is slightly different from the structure adopted on other previous occasions is that the twenty-second session coincides with the twenty-fifth anniversary of the Institute (June 1987 to June 1988). It was felt that it would be particularly timely for this forum to be apprised of the process of renovation which ministries and national planning bodies have fostered within ILPES, suggesting possible areas of improvement and giving their stamp of approval to those aspects of the renovation process on which there is general agreement.

## I. GUIDELINES FOR THE IMMEDIATE FUTURE

5. This first section consists of two chapters. The first of these sets forth the general lines of thinking and the work of the Institute in renewing its approaches to planning and co-ordination of public policies, gearing them to meet the most urgent needs of the region. The second chapter covers the work currently being done by the main divisions or units into which the Institute has been organized at the technical level.<sup>1/</sup>

### A. PLANNING IN THE FACE OF A NEW ECONOMIC AND SOCIAL DYNAMIC

6. There is a broad consensus (Fifth Conference of Ministers and Heads of Planning of Latin America and the Caribbean, convened by the System of Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean (SCOPALC), April 1985)<sup>2/</sup> that the region, almost in its totality, has tended increasingly to become an area of mixed economies, and consequently, planning for its development must be approached from this perspective. It has also been recognized that in this region, as a historical phenomenon, the State has diversified its traditional functions of regulation, undertaken new roles in relations with the outside world and has sometimes assumed complex responsibilities in the field of production, even in those cases in which a larger role has been preserved for private enterprise. This trend means that the "role of the State" must be viewed from two angles: as "political construction", which covers the social agents, the power relations among them and their formal and informal modes of interaction, and secondly, as a "public administrative apparatus", with specific reference to the government and its decentralized organs. The crisis of the 1980s has highlighted both the errors that have resulted from excessive State intervention, and the grave deficiencies of regulation. Efforts to cope with it have provided a number of lessons on the functioning of the market, which should be taken into account in elaborating new reactivation strategies. On the other hand, there are signs that without significant contributions from planning, even the growth of private entrepreneurial activity is subject to risks that are unnecessarily greater than those imposed by the crisis itself.

7. Nevertheless, the need for planning in market economies continues to be a highly controversial subject. The most severe criticism of this need usually comes from the two extremes of the ideological spectrum: one extreme asserts the impossibility of planning without centralized control of the means of production, while the other inveighs against any regulation aimed at orienting development, and favours the pricing system as the only workable mechanism

both for promoting and for guiding development. Reality does not bear out either of these extreme positions.

8. There are many theoretical arguments to support the need to have recourse to planning in market economies. These include the following, some of which take on particular relevance in the current crisis:

- i) in our societies different forms of ownership exist side by side: State, private, co-operative, foreign, and combinations of all these;
- ii) each of these forms seeks to fulfil its own aims, which makes it necessary to have some form of co-ordination at the level of society as a whole;
- iii) moreover, in economies with marked distortions in income distribution, the allocation of resources by the market tends to overlook the gravity of social problems;
- iv) effective supply and demand are never automatically co-ordinated over the long term, thus creating the need for some national political leadership as the guiding agent;
- v) relative prices, which in the 1970s already showed uncertain trends (even in the developed countries), recorded even sharper variations in the 1980s, thus diminishing the capacity to allocate resources which the markets undoubtedly possess.

9. There are also other pragmatic reasons which are connected to concrete developments in the more recent history of the region:

- i) the possibilities of future progress are strongly conditioned by the dizzy rate of proliferation of new technologies, and the voluntary construction of new and dynamic comparative advantages is now a necessity;
- ii) in this regard, it should be borne in mind that the incorporation of new technologies has been transforming the cultural bases of the region itself, in a cumulative process of almost indeterminable consequences;<sup>3/</sup>
- iii) on the other hand, it is of crucial importance for each country to have a set of different strategy options in the face of the unpredictable fluctuations in exchange rates (since 1973), in interest rates, and in commodity prices on the international market;
- iv) furthermore, on the domestic level the speeding-up of inflation distorts price formation in an uneven manner;
- v) generally speaking, the international economic co-operation agencies have been reluctant to assist countries which do not have more or less detailed programmes on the use of the resources provided;



- vi) lastly, the new dynamic tends to pulverize the international division of labour that was in force up to the 1970s, and this has been accompanied by an "explosion of specializations": thus, in our ultradiversified societies, there is increasing need for a collective effort to select, articulate and co-ordinate our objectives and instruments, in order to foster long-term development.

10. Nevertheless, despite its urgency, the planning and co-ordination of public policies (particularly as regards their intertemporal harmonization) continued to be unsatisfactory in most of the region during the biennium. This situation already existed in the 1970s, particularly with the then widely held belief that attracting "cheap" external savings was sufficient in itself to meet essential needs related to the pace and quality of development. With respect to current deficiencies, it may be observed that:

- i) there continues to be a clear preference for short-term policies, and financial variables are ranked ahead of real variables;
- ii) in its understandable concern with quantification, planning sometimes continues to distort reality in order to fit it into models which are invariably simplified;
- iii) there is still a certain tendency to overestimate the capacity of the State as an agent of development, notwithstanding the fact that in mixed economies the important role of private enterprise should be recognized;
- iv) in some plans the changes which they could help to bring about are overestimated, both because they take an exaggerated view of the solidarity between the concrete social agents, and because they take no account of the real situations of political power;
- v) lastly, because there is little relation between the objectives of the current official plans and the real processes of national development.<sup>4/</sup>

11. The deficiencies which have been alluded to can be attributed only in part to problems in the functioning of national planning bodies. However, the Institute notes that during the 1986-1987 biennium there was, paradoxically, a further weakening of these bodies over a wide area of the region despite the widespread need to redefine national long-term development objectives. It would seem that those most vital functions, failure to fulfil which would diminish the capacity to orientate development, and which constitute the most specific aspects of the work of these bodies, are being accorded less priority on the agenda of urgent government concerns. In fact, the biennium was characterized by: a) the absence of any clear definition as regards long-term development strategies; b) inaccurate estimation of the macroeconomic or macrofinancial parameters concerning the future states of the national economy; c) instability and the adoption of short-term perspectives in budgeting for public investment; d) poor programming of reductions in fiscal funds (current or capital) earmarked for specific sectoral or regional development programmes; e) insufficient long-term national credits for preinvestment and development projects; f) weaknesses in attracting and

programming the use of external resources; g) gaps in national science and technology policies, including those relating to the advanced training of human resources; h) inefficiencies in employment policies and in the harmonization of social policies; and i) lack of proper co-ordination among the principal public accounts (fiscal, monetary and foreign exchange) of the central government and between these and the aggregate accounts of decentralized organs and State enterprises.<sup>5/</sup>

12. In this connection, two sets of functions should be distinguished: on the one hand, those of the national planning body (NPB), which is a public administrative body and is the main organ for promoting planning, and on the other hand, those of planning itself, as a process of rationalization of the decisions that affect the development of each society as a whole. The role assigned by member governments to the Institute, as the main multilateral body specializing in the planning and co-ordination of public policies, is largely determined by this distinction.

#### B. THE "WAIT AND SEE" APPROACH

13. As regards the second distinction, it may be asserted that the real course of a society's evolution is determined by a complex set of impulses --many of them internal, others external; some "rational" and others that are not rational-- emitted by a multivariate network of social agents. The function of planning is given prominence when the State, representing society as a whole, wishes to accord priority to one or another of the infinite number of possible courses of action. That is to say, the State --armed with different criteria of rationality-- seeks to affect the final result of this complex set of forces which interact within each society, at times opposing or neutralizing each other, and at other times mutually reinforcing each other. The net effect of government activity on concrete social change can be better understood when it is viewed against the background of this heterogeneous and constantly shifting field of forces. In this sense, planning --as far as the government is concerned-- means to exercise some form of control over this "net effect".<sup>6/</sup>

14. Although in market economies the price system constitutes a decisive element of that field of forces, even in this line of reasoning "planning" is not the opposite of "market": rather it is the antithesis of a certain passivity towards the future. The main idea is that if all the possible destinies of a national society are of equal importance to it, then that society could stop bothering about trying to exercise some form of independent control over the future directions of its development.<sup>7/</sup>

15. If we to adopt the broader concept of planning, there are at least three major arguments to support the new role of planning in a modern State.

- i) Firstly, each national society has the right to know --in their general outline-- the most probable future scenarios within which it may have to live. The provision of this information is a public service, both because the government is its chief representative and

also because government activity may change the balance of probabilities within the spectrum of possible scenarios.<sup>8/</sup>

- ii) Secondly, there are minimum levels of "necessary articulation" in each country, with respect to the totality of public decisions. Everyday challenges tend to cloud the exercise of government, depriving it of the perspicacity or tranquility that are necessary to enable it to place its current decisions within a medium or long-term perspective. Continuity in planning --taking due account of the characteristics of each national situation-- may be an appropriate means for improving this decision-making process by orienting decisions towards the principal developmental objectives.
- iii) Lastly, neither the framework of possible future scenarios nor the criteria for decision-making are invariable elements; thus, the responses of governments to society do not necessarily --in either case-- enjoy automatic and unchallenged legitimacy. A third argument is therefore added here to the previous two: co-ordination among social agents is a continuous requirement for the elaboration and implementation of public policies, legitimizing them and ensuring greater stability in the exercise of government. A sustained planning process may constitute valuable technical support for enhancing the fluidity and effectiveness of this vital social dialogue.

16. The first two points raise problems of forecasting and strategy. In this regard it is important to distinguish between the degree to which the inheritance from the past will condition future developments, and the degree to which these developments will differ as a result of the existing or future structural transformations brought about by the development process. In order to enhance the effectiveness of decision-making, it is important to recognize that there is a certain trend towards the disappearance of the conventional frontiers between the short, medium and long term, and that cumulative effects may be observed in the case of many conjunctural phenomena, thus making such distinctions inappropriate.

17. As our societies become increasingly complex, both in terms of their structural elements and in terms of the interrelation between the latter, the course of future development --viewed as a project of national scope-- becomes a more collective task (and thus cannot be transformed into an exclusive function of this or that government organ). At the same time it must be recognized that projections from the past are becoming less and less relevant in forecasting the future, which means that a distinction must be drawn --in the accumulation of scientific and technological knowledge-- between that part of it which built up by a gradual process of sedimentation and that part which is due to sudden innovations.<sup>9/</sup>

18. In short, a new form of planning oriented towards the long term would have to focus on increasing the amount of development (growth), but it would have to pay even greater attention to improving the quality of such development (progress), thus preparing the region to deal with the economic dynamics of the future. This is why the scarce resources that can be mobilized to bring about changes in the region's productive system must be directed more towards the structure of that system and be more selective on the question of

"modernization". All of this requires a long-term approach in the allocation of resources and consequently a new planning rationale. Only in a few cases is this planning rationale developed entirely, or almost entirely, by the government; in most cases, it means freeing the entrepreneurial energy potential of the country and involving the other social agents in the task of development.

19. As regards this question of concertation of efforts, a distinction must be drawn between the rate of technical and economic development and that of social and political development. Here, planning should provide the technical foundation for the practice of social negotiation, as it relates to the conception and application of development policies. This involves a dual task: to facilitate the search for technical harmonization of the interests of the State with those of the array of social organizations operating around it and, secondly, to provide improved criteria on which to base public policies aimed at those sectors of the population that are unorganized or poorly organized, the responsibility for protecting whom lies, in the final analysis, with the State.

20. Almost throughout the region, furthering harmonization means approaching it from at least two angles. On the one hand, a new form of planning needs to view the association between the domestic entrepreneurial sector and the government as a vital objective which can be adequately programmed only within the framework of an inter-temporal time frame. In that association, the phenomena of innovation and transfer of technology must be viewed from a dual perspective: the formation of productive capital and the training of manpower. From this latter point of view, economic and social progress requires the urgent restructuring of formal education, at all levels. Moreover, it would be desirable to redefine the relationship between the State and the other social agents. One of the guiding objectives behind this effort should be to convert the energies presently devoted to pressing claims into forces for social cohesion. Many governments can play a more creative role by designing new instruments of action which take account of the social needs not only in terms of "insufficiencies", but also from the positive angle of channelling new social energies with considerable potential for development. The social sacrifices made necessary by the crisis broaden the range of unsatisfied social demands and stimulate certain outbursts of demands, but governments lack the resources to meet such demands adequately, at least within the framework of the traditional mechanisms of social policy. Within the region, however, it appears possible to secure a positive mobilization of the considerable potential social energy which is available but unexploited in the traditional economic process. Non-governmental bodies can play a particularly important role in this respect.<sup>10/</sup>

21. To conclude this section --always bearing in mind the institutional peculiarities of each country-- it should be noted that long-term development planning should be conceived of as an auxiliary instrument to consolidate the State, the latter being understood as the political expression of each national society. The ongoing task of planning would here be inseparable from the slow, cumulative process by which the "capacity to govern" is gradually consolidated, without which it would be difficult to improve the levels of efficiency of the public sector in most of the countries of the region. Indeed, given the complexity of modern national society, it is very difficult

for a government to be equally efficient in all its diverse areas of activity. In this connection, some degree of social concertation --in the area of development plans and policies-- must be considered as a precondition for improving public sector efficiency and strengthening national efforts to achieve greater equity and political stability. In sum, planning, based on a social consensus and a clear perception of the dynamics of the world today, can be an important element in the construction of the region's future.

## II. CONCRETE REPERCUSSIONS ON THE WORK OF THE INSTITUTE

22. The Institute's programme of work for each year reflects these proposed changes in planning in a progressive manner, in response to requests by governments. A presentation is given of the main activities programmed for 1988, the execution of which depends as usual on approval from this forum and on the real availability of resources for the Institute. Implicit in this execution is the principle that, in the area of planning, there is a need to continue eliminating excessive formalism and to bring about a more accurate perception of the reality of the region, so that the results will support the concrete action of governments in the area of public policies.

### A. TECHNICAL STRUCTURE AND INTERINSTITUTIONAL RELATIONS

23. In keeping with the mandates received, the Institute's activities cover four main areas: planning and public policies; public sector programming; social programmes and policies; and regional planning and policies. The first of these, planning and public policies, constitutes its "leitmotif". Its capacity to provide services in each of these areas has certainly varied over time; however, in all phases of its evolution, the Institute has always exhibited and preserved certain areas of specialization and of excellence. With the worsening of the financial crisis that affects the United Nations system (and the Institute, at least since 1981), it is becoming increasingly difficult to maintain the volume and quality of the services provided. Standards have been maintained largely thanks to interinstitutional co-operation, particularly with ECLAC and UNDP.

24. In the area of planning, the Institute seeks to concentrate its human and material resources particularly on achieving medium and long-term objectives. However, it also caters for the short-term needs of governments, particularly through the recruitment of third parties or the mobilization of specialists from other related organizations. On a smaller scale, this has two consequences: on the one hand, various forms of associations with sectoral planning bodies are established which --in cases where the long term is the determining time frame-- contribute to the integration of the sector into overall development; on the other hand, certain events on planning-related themes are organized, preferably also when these are important from a longer-term perspective. These general principles also underlie the other three areas of activity mentioned in paragraph 23.



25. Since 1987 the Institute has been organized into two main technical departments, in addition to a department made up of administrative support units. The first of these two technical departments comprises five subdivisions: two of these correspond to the major areas in which the Institute provides services to member governments (namely the Directorate of Training Programmes (DTP) and the Area of Advisory Service Programmes (AASP)); the other three subdivisions are the Area of Public Sector Programming (APSP), the Area of Social Programmes and Policies (ASPP), and the Area of Regional Planning and Policies (ARPP).

26. The second technical department covers a number of specific projects, which currently include in particular the regional project (RIA/86/029) entitled "Design and dissemination of new public policy planning and programming techniques", which is being jointly undertaken with UNDP; it may also cover activities in the subregional offices for the Caribbean, Central America and Panama. The main UNDP/ILPES Project (the simplified title of the above-mentioned UNDP Project) consists of two modules: one of these corresponds to the Co-directorate for Economic Programming (C-DEP), while the other corresponds to the Co-directorate for Intergovernmental Co-operation (C-DIC). The main UNDP/ILPES Project also includes other specialized activities; since 1986 another specific project devoted to situational planning has been in progress and will continue up to the end of April 1988 (in 1986 it functioned with UNDP support and subsequently continued as a joint ILPES/PAHO activity).

27. The orientation, supervision and co-ordination of all these areas of activity is the responsibility of the Office of the Director-General, which currently consists of a titular Director-General and a deputy. The Office of the Director-General also has responsibility for the implementation of the main project with UNDP; it organizes and promotes the holding of three intergovernmental forums (SCOPALC, the Regional Council for Planning, and the Presiding Officers of the latter, the Council being made up of 37 and the Presiding Officers consisting of seven representatives of member governments); it represents the Institute externally, and it works closely with the Executive Secretary of ECLAC in co-ordinating the activities of the Institute within the framework of the ECLAC system as a whole. It also negotiates and co-ordinates at the Directorate level the interinstitutional agreements of ILPES.

28. This global view of the present technical structure may be useful to an understanding of the Work Programme of ILPES, both past and future. It should be recalled that the Institute has always had a very small technical staff and its working capacity is increased by a) the hiring of experts; b) the mobilization of specialists assigned to it under joint co-operation programmes with other bodies (particularly with ECLAC itself); c) the high-level staff provided under certain interinstitutional agreements (with other international bodies or with governments of member and non-member States); d) national counterpart personnel associated with field projects, and e) specialists from member countries (governments, universities, companies, etc.) in certain operations involving horizontal co-operation. Some 150 specialists thus participate annually in the activities of the Institute even though its permanent staff generally numbers between 30 and 40 professionals. Clearly this mode of work requires a complex effort of co-ordination, particularly in

recent times, when the incidence of subcontracting to non-governmental agencies and entities is on the rise (which further increases the Institute's working capacity).

29. Both during the last biennium and in the upcoming one, interinstitutional agreements play a crucial role in the services that ILPES provides to the region. Of particular note are the co-operation agreements concluded with the World Bank/Economic Development Institute (EDI), which up to 1986 have concentrated on the Caribbean area but which have already been programmed to cover a wider area in future years, with the Inter-American Development Bank (IDB) (the main supporter of advisory assistance activities), and with the Pan-American Health Organization (PAHO). Regarding the countries outside the region, of particular note are the agreements concluded with the Government of the Netherlands (which vigorously supports training activities), the International Institute for Public Administration (IIAP) (France), the Ibero-American Co-operation Institute (ICI) (Spain), and the Settlement Study Center (CERUR) (Israel), while agreements are being negotiated with a number of others (Institute of Social Studies (ISS), Netherlands, Italy, West Germany and, though still in the preliminary stages, with the University of Texas, United States). Details of these links are given in other sections of this document (or in the more detailed programme of work prepared for the Tenth Meeting of the Presiding Officers of the Regional Council for Planning, Caracas, March 1988). The other interinstitutional agreements are mentioned together with the activities to which they relate. As in previous years, the collaboration of UNDP is particularly valued, both in the regional project being executed by the Institute and in the permanent support which is provided by the regional network of resident representatives.

#### B. POST-GRADUATE TRAINING AND TECHNICAL EXCHANGES (DTP) (1988)

30. Through the activities of the Directorate of Training Programmes (DTP), it is hoped to restructure the content and training methodologies in the area of development, planning and public policies, and for this the experiences of different countries are drawn upon and account taken of their current demands. This requires constant monitoring of innovations in the theory and practice of planning and in the co-ordination of public policies, bearing in mind both the economic dimensions involved and the social and political determinants of the decision-making process. In view of this, requests by countries to ILPES have led to the inclusion of new subjects, such as science and technology planning, the environmental dimension in planning and in the formulation and evaluation of projects, the role of women in development programmes and projects, and the role of non-governmental bodies in the development process.

31. In keeping with the mandates of member governments and with the results of the evaluations which the DTP continuously carries out, its activities have tended to focus on two principal areas: firstly, the organization of courses, workshops and seminars principally designed to train human resources for the various bodies that comprise the planning systems of member countries and, secondly, the holding of meetings or colloquia of experts in order to



analyse, discuss and clarify the principal problems and proposals for action related to the development process. This second type of activity provides the groundwork for the ongoing updating of the objectives and content of the training imparted. At the same time, it provides real opportunities for the exchange of experiences among the participating countries and for reinforcing a consensual approach to the common problems of the region. This section of the present document deals exclusively with the two types of activities mentioned above and constitutes only a brief summary of the broad range of activities of the DTP (the others are treated in more detail in the reports to the Regional Council for Planning).

### 1. Training courses, seminars and workshops

#### a) International courses

32. The work proposal presented below reflects the growing demand for the postgraduate training provided by ILPES. Some portions of the proposal are contingent upon the required resources being made available. The international courses which are planned are as follows:

- i) Twenty-ninth International Course on Development, Planning and Public Policies. ILPES, with the collaboration of ECLAC, UNDP, CELADE, PREALC and other United Nations bodies and with the financial support of the Government of the Netherlands. ILPES headquarters, Santiago, Chile (26 weeks, 6 June to 2 December, 45 professionals from approximately 20 countries of Latin America and the Caribbean and possibly one African country). Major modifications have been made in the syllabus for this course based on an assessment of its earlier versions. Furthermore, in addition to the options which have been made available in the past (macroeconomic programming and regional planning), an option in social planning will be offered in response to repeated suggestions by a number of countries.
- ii) International Workshop/Course on Development Problems and Policies in Central America. ILPES, through its office in Costa Rica, with the collaboration of ECLAC, UNDP, CELADE, PREALC, other United Nations bodies and IICA, and possibly with the financial support of a European government (as yet unspecified). San José, Costa Rica (10 weeks, second semester, 30 participants from various countries of the subregion). This course, which is based on a modality initiated by ILPES in 1984, will foster an analysis and discussion of the main problems affecting the countries of the subregion and of the strategic options currently being promoted there.
- iii) Eleventh Specialized Course on Regional Development Planning. ILPES/CENDEC, with the collaboration of the ECLAC office in Brazil and the support of UNDP. Brasilia, Brazil (10 weeks, 16 May to 22 June next, 10 professionals from the South American countries invited to participate and around 20 professionals from Brazil). This course will be highly practical in nature, with the work focusing on the formulation of an investment programme for the mid-western region of

Brazil; the methodology to be used will also be applicable to regions of other countries.

- iv) International Course on Social Project Design and Evaluation. ILPES (DTP and ASPP), UNDP and Project RLA/86/004, with the collaboration of CIDES/OAS/UNICEF. Bogotá, Colombia (six weeks, 14 March to 22 April, around 35 professionals from the countries participating in Project RLA/86/004). The programme for this course includes the presentation and analysis of a systematic set of factors which go to make up poverty situations, as well as the study of suitable theoretical and practical tools for formulating and evaluating social development investment projects.
- v) Second Course on Regional Planning for Border Zones. ILPES (DTP and ARPP)/University of the Republic of Uruguay, with the collaboration of the Office of Planning and the Budget, UNDP and the University of Santa María (Brazil). Rivera, Uruguay (six weeks, second semester, 25-30 participants from Uruguay and Brazil). This course will focus on an analysis of the problems and possibilities for the integration of the Uruguayan/Brazilian border zone. Particular attention will be devoted to mechanisms which permit the formulation of specific programmes and projects of interest for regional development, with emphasis on agroindustry and co-operative forms of organization.
- vi) Fourth Course on Planning and the Environment in the Andean Area. ECLAC/ILPES/UNDP/CAF/LIDEMA. La Paz, Bolivia (four weeks, 9 May to 3 June, 30-35 participants from Bolivia, Colombia, Ecuador, Peru and Venezuela). The purposes of this course are to contribute to an in-depth consideration of problems and approaches as regards the relationship between development and the environment in the Andean countries and to provide participants concerned about preserving ecological balances and promoting the rational use of resources with the concepts, methodologies and tools needed for development planning processes.
- vii) Course on International Technical Co-operation Projects. ILPES/UNDP, with the collaboration of SELA. San Salvador, El Salvador (two weeks, September, 30 professionals from El Salvador and other countries of the region). The objective of this course is to train officials to perform the tasks associated with international technical co-operation which are involved in the presentation and evaluation of projects in this area.
- viii) Third Seminar/Workshop on Planning in the Field of Science and Technology in Latin America and the Caribbean. ILPES and UNESCO/ROSTLAC, with the collaboration of OAS. San José, Costa Rica (two weeks, second semester, 30 participants from Latin America and the Spanish-speaking Caribbean). The purpose of this seminar is to review instrumental and practical aspects of planning in the field of science and technology based on an analysis of specific experiences in this area in countries of the region.

- ix) Seminar on Latin American Integration. ILPES/ALADI with the collaboration of INTAL, SELA and EEC. Montevideo, Uruguay (two weeks, second semester, 30 officials from the member countries of ALADI). The objectives of this seminar are to permit a wide-ranging exchange of ideas concerning specific experiences with economic integration among high-level officials working in this field in various ALADI member countries and to analyse the current problems and the prospects as regards integration.
- x) Course on Social Project Management. ILPES (DTP and ASPP), UNDP and Project RLA/86/004, with the collaboration of UNICEF/CIDES/OAS. Location of course to be determined (four weeks, second semester, 30 participants from the countries participating in the Project on Critical Poverty). The aim of this course is to disseminate and examine the tools needed for the administration and management of social projects, based on selected experiences in countries of the region.
- xi) Seminar/Course on Health Project Evaluation. ILPES/PAHO. San José, Costa Rica (two weeks, 6 to 24 June, 25 participants from Central America). This course is designed to serve as an opportunity for the dissemination and review of basic knowledge concerning the formulation and evaluation of health-related projects, with emphasis on an analysis of this process, beginning with the definition of the project outline and ending with the completion of the project report.

b) National courses

33. In response to the requests made by a number of countries in the region, the following national courses have been scheduled for this period.

- i) Course on Social Policy Planning. ECLAC office in Montevideo and ILPES, with the collaboration of the Office of Planning and the Budget and UNDP. Montevideo, Uruguay (12 and one-half weeks, July-September). The purpose of this course is to provide the participants with an opportunity to learn about and analyse the methodologies and tools used in identifying, designing and executing social policies and projects, with special reference to Uruguay. The course will be divided into three closely-interrelated consecutive stages: theory and methodology, together with an analysis of the situation and social policies in Uruguay; practical work; and assessment.
- ii) Course on Planning and Public Policy. ILPES/Secretariat of Planning and the Budget of Nicaragua. Managua, Nicaragua. This course is designed for technical personnel and professionals currently working in the various agencies of the national planning system of Nicaragua. Its main focus will be the analysis of the role and characteristics of public-sector planning, with emphasis on techniques of planning, budgetary programming and public policy co-ordination.
- iii) Workshop/Course on Integrated Regional Development. ILPES (DTP and ARPP)/Settlement Study Center of Israel, with the sponsorship of the

Secretariat of Planning of Argentina. This course will mark the beginning of a four-year programme in Argentina in which ILPES and the Settlement Study Center will collaborate. Each course will be given in a different province of the country so that practical training in the formulation of integrated rural development programmes may be made available to officials of the provincial planning systems of the corresponding regions.

- iv) Course on Women and Investment Projects. ILPES/Women's Unit of the Secretariat of Human and Family Development of the Argentine Republic. Buenos Aires, Argentina (two weeks, July, 30 professional staff members from the provincial planning systems). In offering this course, ILPES seeks to carry forward its training activities concerning the incorporation of women into the various stages of the planning process; in this case, special emphasis will be placed on women's involvement in the design and assessment of social projects.
- v) In-service Training Courses on Regional Planning at the State level. ILPES (DTP and ARPP)/Regional Action Co-ordinating Office (CAR) of the Secretariat of Planning of the State of São Paulo (SEPLAN/SP). ILPES will collaborate in the design and execution of a programme of courses which, over time, will cover different regions of the State of São Paulo. Its purpose is to initiate a process of in-service training for officials of the CAR delegations (42 regions). A "training of trainers" technique has been decided upon for this programme; accordingly, audiovisual material of the type required for distance teaching will be prepared. The results of this programme may then be applied to other countries of the region which are faced with similar problems in providing training for a large number of officials scattered over various regions.
- vi) Intensive Workshop/Course on Environmental Impact Assessments. ILPES/IPLAN/SEMA, with the support of UNDP. Brasilia, Brazil (three weeks, second semester, 20-30 participants). This course will offer training in the theory and practice of methodologies and techniques for assessing environmental impacts to public officials or staff members of para-State enterprises who are called upon to prepare this type of study, which is required under new legal provisions in Brazil for the approval of large development projects.
- vii) Course on Investment Programming and Project Design and Evaluation. ILPES/UNDP, in conjunction with the superintendencies of central and northern Brazil. Brasilia, Belém or Recife, Brazil (four-six weeks, 20-30 participants). The aim of this course is to provide training in the integral management of investment projects, including those aspects relating to the identification and selection of public and private investment opportunities and the design of integrated sectoral and regional investment programmes, taking into account the factors involved in the assessment of social and environmental impacts.
- viii) Courses on Development Processes and Problems. ILPES/Ibero-American Co-operation Institute (ICI) of Spain. These courses, which are offered during the fourth quarter of each year in Madrid, Barcelona

and Sevilla, are primarily designed for professionals from Spain and other EEC countries. Their objectives are to create an awareness among the participants of the problems currently faced by the Latin American and Caribbean countries and to foster an analysis of the various options as regards development strategies which are open to these countries. As a result of this activity, which began in 1979, the region has benefited from a significant increase in certain lines of European co-operation. This programme continues to be almost wholly financed by the Government of Spain, through ICI.

## 2. Symposiums and other technical meetings of experts

34. As noted earlier, this activity corresponds to the second major area of work of DTP. As is also true of the courses it offers, the execution of these activities is contingent upon financing being made available for these specific purposes. The support already guaranteed by the co-participating agencies will make it possible to carry out most of the programme, which includes the following:

- i) Seminar on New Modalities and Instruction in Planning in Latin America. This seminar, which will be organized jointly with the Centre for Economic Research and Education (CIDE), will be aimed at analysing and discussing new Latin American planning modalities and the issues they raise in terms of teaching. The seminar is to take place at CIDE headquarters in Mexico City during the second semester of 1988; these plans, however, are subject to the recommendations and ratification of the Secretariat of Planning and the Budget (SPP), the governmental body which is ILPES' counterpart in Mexico.
- ii) High-Level Symposium on Strategic Planning. This symposium will be held at the University of São Paulo, with the direct support of the Institute of Administration and the Foundation of the Economic Research Institute, both of which are associated with the School of Economics and Management. This meeting will, in one sense, constitute a pioneering effort, as it will bring together private entrepreneurs (who will contribute their experiences with strategic planning at both the enterprise and industry levels) and Latin American experts (who will be mobilized by ILPES and who will be able to contribute information concerning theory and strategic planning on a governmental scale). The Institute of Administration and the Foundation of the Economic Research Institute of the University of São Paulo will be in charge of the on-site preparations for this symposium, which is to be held in São Paulo during the second half of 1988.
- iii) Seminars on Current Problems and Trends in Regional Planning. These seminars will be organized by ILPES (DTP and ARPP) in conjunction with the regional development unit of the Secretariat of Planning (SEPLAN) of Brazil. The object of the two (one national and one international) seminars which are planned will be to discuss the main problems affecting regional planning in various countries of the world and to analyse the means which have been proposed and used for coping with

them. The first seminar will be held in a Brazilian city (as yet unspecified) in August 1988, while the second will take place in Brasilia in March 1989. It is felt that the most depressed areas of the region should be the primary beneficiaries of the results of this meeting.

- iv) Seminar on Strategies and Policies of Territorial Organization. This seminar will be organized jointly by ILPES (DTC and ARPP), the Central Planning Board (JUCEPLAN) and the Physical Planning Institute (PF) of Cuba, and is to be held in October 1988 in Havana. Its purpose will be to promote an exchange of information in regard to strategies and policies of territorial organization. The seminar is to be held within the framework of SCOOPALC, whose current chairmanship is exercised by Cuba.
- v) Regional Seminar on Experiences in Social Project Management. This seminar will be organized in conjunction with UNDP Project RLA/86/004 and is to be held at ILPES headquarters in Santiago, Chile. The participation of 15 experts from various countries in the region is planned. This is the second activity undertaken by DTP in conjunction with the UNDP Project on Critical Poverty, and it is hoped that its results will have a strong multiplier effect in the region. The preparation and execution of this seminar constitute an important instance of co-ordination between two regional projects of UNDP (RLA/86/004 and RLA/86/029) for which ILPES has served as a catalyst.
- vi) International Seminar on Regional and Urban Policy Evaluation. This seminar will be organized by ILPES (DTP and ARPP) in conjunction with the Urban Studies Institute of the Catholic University of Chile. The one-week seminar is to be held during the second half of 1988.
- vii) Seminar on Metropolitan Problems and Policies. This seminar will be organized jointly with the Autonomous Metropolitan University (UAM) of Mexico and will be held in Mexico City some time during the second half of 1988. The exact date is to be decided upon in conjunction with SPP, which will also play a part in determining the technical structure of the seminar. In its preliminary form, at least, this activity has been designed so as to allow other metropolitan areas encountering management problems in their urban development programmes and projects to benefit from the results of the seminar as well.

#### C. DIRECT ADVISORY SERVICES FOR MEMBER GOVERNMENTS/AASP (1988)

35. The needs voiced by the member governments have determined the main lines of action to be followed by AASP during 1988. It should be noted that, as is also true of some training activities, the work undertaken in the relatively more developed countries constitutes a special type of collaboration. In general, these activities allow the Institute to assimilate experiences which then help it to programme (or carry out) horizontal co-operation operations which benefit other countries. The lines of actions referred to above are the following:



- i) Investment programming. A methodology for establishing integrated project banks has been designed and applied in this area with a view to increasing the consistency of public investment plans by facilitating their harmonization with budgetary policies and with the overall economic policy package. ILPES generally tries to incorporate pre-investment planning, in which it has gained valuable experience, into this approach.
- ii) Basic statistics and information system. The main area of work in this field is directed towards upgrading regional economic and social accounts. In this connection, support will be provided for the compilation of basic statistics on production, gross fixed capital formation, industry, public enterprises, and economic analysis, with planning macro-regions being used as the units of analysis in each case.
- iii) Structural adjustment and social development. The activities undertaken in this area will be oriented towards supporting member governments in their efforts to strengthen and diversify their production base, improve their position in the world economy and generate policies leading to more dynamic and socially more inclusive type of growth. Particular attention will be devoted to the focus on an economically more efficient State and a more effective and comprehensive social policy with a view to improving the relative position of the most underprivileged sectors.

36. Based on this frame of reference, the following activities for providing direct support to the member governments are planned:

- i) Bolivia. ILPES will continue to collaborate with the Ministry of Planning and Co-ordination and the Board of the Social Emergency Fund of the Office of the President of the Republic in relation to social and political aspects of development and particularly in the formulation, design and monitoring of the Social Emergency Fund, specifically as regards the tasks involved in conducting surveys of target groups and the follow-up and appraisal of Fund projects. In addition, work will be begun on the design of a simulation model of the Bolivian economy to be used in assessing the feasibility of applying a strategy for meeting basic needs, taking into account the country's natural resource base and the external constraints affecting it. This study forms part of a larger project concerning small economies.
- ii) Brazil. During the first half of the year, the final report will be prepared on the work done in connection with the construction and estimation of a macroeconomic model for harmonizing economic goals and policies under a co-operation agreement reached by ILPES with the Planning Institute of the Brazilian Government (IPLAN/IPEA) and with the ECLAC office in the country. On another front, the ARPP will collaborate with the government of the state of Ceará on the preparation of a state planning manual in response to a request made by the Secretariat of Planning and Co-ordination of that state (fairly similar requests having been received from the states of Ceará and

Sergipe). The agreement with the Secretariat of Planning, Science and Technology (SEPLANTEC) of Bahia will remain in effect; this agreement is directed towards strengthening the systems for basic statistical information (regional) social accounting and the public sector. In addition an agreement of intent is being finalized by IBGE, ECLAC and ILPES with the object of structuring and standardizing state accounting schemes in Brazil. Under this agreement, some of the activities envisioned are: the formulation of standards and methodologies pertaining to regional accounts; the formation of working teams; the provision of technical support for the initiation and subsequent execution of the tasks contained in the programme of work; and the training of the relevant technical experts on the basis of in-service practicums, the organization of courses and seminars, and the award of fellowships.

- iii) Caribbean. The following activities are planned in the Caribbean: the Fourth Meeting of Caribbean Planning Experts, to be held in Port of Spain in April 1988; the organization of two ad hoc working groups on sectoral planning; collaboration with the State Planning Secretariat of Guyana in connection with an institutional-level technical diagnostic analysis, the identification of needs, and training for the formation of a project's bank; continuation of the Institute's co-operation with the Economic Development Office of Belize in relation to the implementation of the second phase of the investment projects bank (aimed at improving the co-ordination between public investment and economic policy and increasing the linkages between the investment plan and budgetary policy in accordance with the public-sector investment programme contained in the five-year development plan for 1985-1989); and, in conjunction with ECLAC and UNESCO, an exhibition of the audiovisual material prepared for the seminar on science and technology which was held in the Caribbean in 1987 and of the seminar proceedings.
- iv) Colombia. Consultations will be held during 1988 with the government with a view to reaching a co-operation agreement through the National Planning Department. At the time of writing (February 1988), an important mission to Bogotá was being carried out by AASP and the Co-ordinator of the Area of Regional Planning and Policies (ARPP), during which they were to define the content of various co-operative activities relating to regional policy and other matters oriented towards social development. Detailed plans in this regard were to be submitted at the tenth meeting of the Presiding Officers of CRP at Caracas in March 1988.
- v) Costa Rica. Under Project COS-87-002, ILPES will continue to provide support to the Ministry of Planning and Economic Policy in relation to the structural adjustment programme, with special emphasis on the changes that need to be made in the production structure in order to reduce the country's external vulnerability, improve the coverage and effectiveness of its social policies, and increase the efficiency of the management of the public sector. The activities relating to economic democratization will also be continued, and a seminar on the subject is planned. The work aimed at improving the efficiency of



social policies is also to be carried forward. A project will be undertaken with the Office of the Vice-President of the Republic (chairman of the Social Commission), under which ILPES will assist that Office to co-ordinate the activities carried out by the agencies responsible for implementing social policy. In addition, an international seminar on territorial decentralization and regionalization is programmed.

- vi) Ecuador. ILPES will continue to assist the Ministry of Social Welfare in connection with the management of integrated rural development projects, social indicators and community participation under the existing SEDRI/ILPES agreement, with financing from IDB (AIN/SF-2187-EC), in southern Loja. In the field of local planning, a national seminar has been programmed with the mayors of the country, as part of a UNDP project, which will focus on municipal government and administration as they relate to the direction, management and application of public policies at a local level.
- vii) Guatemala. Under the IDB-financed (AIN/SF-2562-GU) SEGEPLAN/ILPES project aimed at improving the technical and institutional aspects of national planning and project systems, support will be provided to the new Planning Office (which has been strengthened and merged with the National Statistical Institute and which reports directly to the Office of the President of the Republic) in order to assist it in the performance of its new duties in the area of public investment and projects. Support will also be given to this institution in regard to inputs for the Economic and Social Information System of the Office of the President of the Republic, which has been designed to serve as a decision-making tool
- viii) Nicaragua. In collaboration with Project UNDP/DICD/NIC/85/018 and the Secretariat of Planning and the Budget, ILPES plans to complete the study and carry out a final mission in order to place the short- and medium-term macroeconomic model, initiated in 1987, in operation. The purposes of this model are to assist in the preparation of the 1988-1990 Three-Year Plan and to evaluate the impact of various price-stabilization policy options.
- ix) Paraguay. ILPES plans to continue to collaborate with the Technical Planning Secretariat (STP) in the execution of IDB (AIN/SF-2525-PAR) Subprogramme III on Technical Co-operation. Its involvement in the subprogramme covers the followings tasks: collaboration in the drafting of the national economic budget; the organization and implementation of a system for monitoring and following up on public investment projects; the design and establishment of an information system to aid in evaluating the model's projections and analysing short-term economic trends; and the continuation of its training (including in-service training) of professional counterpart personnel. In addition, under a joint project with UNDP (PAR/87/003), the following work is planned: the structuring and operationalization of the macroeconomic model, the system of short-term economic indicators and the data base for the model and the system of indicators; the provision of advisory services in the areas of electronic data

processing systems, the formulation and operation of macroeconomic computer models, and in-service training for the officials of counterpart institutions; and collaboration in the organization and execution of training courses on the above-mentioned subjects.

- x) Dominican Republic. The ONAPLAN/ILPES project which is financed by IDB under agreement ATN/SF-2558-DR is to end in 1988. Prior to its completion, however, the strengthening of the national projects network (which was computerized in 1987) is planned, as is its interconnection with the other sectors. In addition, a seminar has been programmed in order to provide an opportunity to discuss the results of the project and to present the investment programme which was designed to local authorities. Along with the final assessment of the project, there are plans to begin consultations with the government and IDB with a view to formulating a new technical co-operation project.
- xi) Other advisory service activities. Obviously, in this area the Institute works primarily on the basis of specific requests by member governments. The work proposal presented for 1988 covers those human resources which have already been committed, but leaves open the possibility of including other activities. Specifically, such activities might arise out of agreements currently under consideration (as in the case of Guyana) or out of requests received only recently by the Institute which need to be presented in greater detail by the governments concerned; this is generally accomplished by sending technical field missions or through visits by government officials to the Institute's headquarters.

#### D. PUBLIC SECTOR PROGRAMMING/APSP (1988)

37. The work of the Institute in this technically specialized area was begun in 1987 and was supported during the first two years by the Major UNDP/ILPES Project. Efforts in this connection have focused on three substantive topics: public sector planning and programming and their links with budgetary matters and management; the procurement and allocation of funds; and public enterprises and the decentralized governmental sector. The activities which are planned are presented in detail below. This section does not, however, cover the collaboration of APSP in relation to other tasks carried out by ILPES and the above-mentioned project.

38. In order to carry forward the work carried out at the First Latin American Meeting on Planning and Public Management (Buenos Aires, September 1987), which dealt with the subject of how democracy may take up the challenge of achieving an efficient State, the following activities in the area of public sector planning and programming have been scheduled in association with the Latin American Centre for Development Administration (CIAD) and the School of Economics of the University of Buenos Aires (FCE-UBA):

- i) The editing and publication of a joint book by ILPES and CLAD which will include all the papers that were presented at the meeting with a view to achieving a wider dissemination of this work;
- ii) A more in-depth analysis of the co-ordination of planning and management in three areas which are currently of particular importance to the governments of the region: external debt management, the co-ordination of macroeconomic policies and the financing of social policies. To this end, APSP will organize, in conjunction with CLAD, the preparation of three case studies on the above-mentioned subjects in Venezuela, Argentina and Brazil, respectively; and
- iii) Collaboration with FCE-UBA and CLAD in the preparation of a second meeting, to be held in 1989, for which Brazil has offered to act as the host country.

39. As regards the procurement and allocation of resources, the programme of work for 1988 includes some tasks which will serve to carry forward the work that has already been done and some new activities. Among the former, special mention should be made of the following: i) the editing and publication of a book containing the documents and papers presented at the French and Latin American Symposium on Public Finance and Development, which was held in Rio de Janeiro, Brazil, in November 1987 in conjunction with IIAP (France), the Federal University of Rio de Janeiro (UFRJ), the Bank of Economic and Social Development (BNDES), the ECLAC office in Brazil and UNDP; and ii) co-ordination of the preparation of two case studies in Argentina and Mexico which, in combination with the paper presented at the symposium concerning the case of Brazil, will provide an up-to-date picture of the organization and structure of public-sector financing in the three largest countries of the region.

40. Two of the new activities programmed for 1988 deserve special mention:

- i) a high-level technical meeting is to be organized jointly with the Economic Development Institute (EDI) of the World Bank for the purposes of analysing the distributive impact of the crisis and of the adjustment process during the 1980s in the countries of Latin America and of making possible an exchange of ideas among government officials concerning organizational modalities and schemes for raising resources in order to meet increasingly greater social needs; and
- ii) a review of Latin America's experience in connection with methodologies for project assessment and public investment programming. This research project is to be begun during the second half of the year in collaboration with EDI of the World Bank, IDB and national bodies concerned with the resource allocation process.

41. In relation to public enterprises, the following activities will be carried out during 1988: i) a meeting on the subject of the crisis, State intervention and policies for the public-enterprise sector, which is to be organized in conjunction with CLAD and the National Government Service Institute of Mexico and held on 26-29 April in Mexico City; and ii) the organization, in conjunction with the Institute of Public Enterprises for

Development (IEPD) of Italy and the ILO International Centre for Advanced Technical and Vocational Training in Turin, of an Italian/Latin American Symposium on current processes in relation to the restructuring of the public-enterprise sector. This activity is subject to the finalization of the offer of financing made by the Government of Italy, which is already committed to a research project that is to cover: i) the interaction between the public and private sectors; ii) new aspects of the relationship between the central government and public enterprises; and iii) the system of public enterprises' role in technological progress.

#### E. SOCIAL PROGRAMMES AND POLICIES/ASPP (1988)

42. The present operational approach adopted by ASPP focuses on formulating alternative development strategies which on the one hand facilitate the integration into production of excluded sectors, and on the other the implementation of social policies involving greater participation on the part of grass-roots economic organizations and of those sectors of society which make up the population benefitting therefrom.

43. In view of the importance attaching to the political process in the region, it is considered very important that new planning should be based upon concerted social agreement between the principal social actors. This requires an analysis of the manner in which planning is carried out, in conjunction with proposals for alternative means of increasing its efficiency. At the same time it is necessary to reinforce both the organization and action of the social actors, who are at the present time little organized, and also to promote various forms of participative planning.

44. The possibility of other development strategies emerging and being adopted also requires a change in the behaviour of the State apparatus, in order to ensure that the measures it adopts are more effective in achieving their objectives and more efficient in the use of the available resources. This is particularly important in the case of social policies, since they must assume a key role to become, on the one hand, a safety net for those sectors who are bearing the brunt of the present economic crisis, and on the other, to spur these groups into playing their role in society. The relationships between the State and non-governmental organizations and the private sector are in this respect of top priority.

45. The activities planned in respect of the above topics are as follows:

##### a) Social policies

- i) Meeting on the assessment of food programmes. As part of its effort to increase the available knowledge regarding methodologies for evaluating social programmes, ILPES (through ASPP and the Office for Central America and Panama) will organize in conjunction with the Pan-American Health Organization a meeting (to be held in San José, Costa Rica, between 27 and 30 June), which will be attended by managers of health programmes, who will be given an opportunity to

examine the most significant experience gathered in the region in respect of the assessment of food programmes. The presentation will be made by the Institute of Nutrition of Central America and Panama (INCAP), the Institute of Nutrition and Food Technology (INTA/Chile), the Inter-American Center for Social Development (CIDES/OAS) and the World Food Programme (WFP).

- ii) Research and a seminar on social policies in Central America and Panama. In conjunction with ECLAC, ILPES (through ASPP and the Office for Central America and Panama) will carry out research into the fundamental characteristics and short and medium-term trends of social policies (in the six countries). This will be analysed at the seminar to be held in the second half of the year in San José, Costa Rica.
- iii) Master's Degree in Planning and Social Policies. ILPES, together with the Inter-American Center for Social Development (CIDES) and the Ministry of Health and Social Welfare of the Argentine Republic, and in conjunction with the Universidad Nacional of Buenos Aires, will proceed with the preparation of a postgraduate course in planning and social policies, which will probably begin to be taught shortly in Buenos Aires to participants from Latin America and the Caribbean. In addition, ILPES, through ASPP, will provide support for the Technological Institute of Santo Domingo, Dominican Republic, in respect of a similar undertaking.
- iv) Seminar on Social Management in Latin America and the Caribbean. This event, which has been programmed for September, will be organized by ASPP in Quito, Ecuador, and will be attended by technicians from various countries in the region. The aim of the meeting is to provide an opportunity for an exchange of experience on the topic, in order to draw conclusions and put forward recommendations for increasing the efficiency of social programmes in respect of the attainment of their objectives.
- v) Project on the intersectoral dimension of health in development (ILPES/PAHO agreement). These activities, which are being implemented by ASPP through research carried out by national teams, are entering their final phase. The definitive documents will be prepared by the various teams and the two institutions will produce a document entitled "La dimensión intersectorial de la salud en el desarrollo". In July an international seminar will be held on the topic.

b) Social participation

- i) Seminar on Administrative Decentralization and Social Participation. In March, a regional meeting on participation, decentralization and experiences of regionalization will be held in Guatemala City in conjunction with the Guatemalan Ministry of Planning. ASPP and the Office for Central America and Panama are responsible for preparing the meeting.

- ii) Feasibility study in respect of a multilateral mechanism for co-operation and technical assistance in the area of development and local and municipal planning. The study will be carried out during the first half of the year and an analysis will be made of its institutional and operational bases in order to stimulate the exchange of information and experience regarding new methodologies for local and municipal planning, decision-making, programming, and economic and social development.
  - iii) Andean seminar on local government, medium-sized cities and local public services. Rapid demographic growth and the uncontrolled increase of levels of urbanization have had an impact on the relationships between metropolitan areas, capital cities and the remaining space and territory and have led to regional and local disparities as well as to considerable deficits in the provision of services and basic infrastructure. It is planned to hold an international seminar on this topic towards the middle of the year in a city within the subregion.
  - iv) Research into democracy, the State and modes of participation in Latin America. ILPES, through ASPP, will take an active part in the various activities of this project in support of the Social Development Division of ECLAC.
  - v) Seminar on State management and the elimination of bureaucracy. This meeting, to be held in Montevideo, Uruguay, during April, will be organized jointly by ILPES and the Civil Service Department of the Office of the President of the Oriental Republic of Uruguay, with support from UNDP. It will be attended by representatives from various countries in the region in which programmes to eliminate bureaucracy are under way or planned. The aim of the meeting will be to review Latin American experience in respect of State management and the elimination of bureaucracy, to analyse the situation in Uruguay in this area, and to suggest possible alternatives. ASPP and APSP will be responsible for this activity.
- c) Promotion of the grass-roots economy and of entrepreneurial initiative
- i) Research into the informal sector, with an urban emphasis. In conjunction with the Institute of Social Studies (ISS) of The Hague, ILPES will begin research into the characteristics of the urban informal sector in Bolivia, Colombia, Costa Rica, the Dominican Republic, Ecuador, Peru, and another country still to be chosen. The actual task of gathering the data will be carried out by the national academic centres which have been specially chosen under the supervision of the organizing agencies. The agreement with ISS is in the final stage of approval.
  - ii) Research and action to reinforce the grass-roots economy and non-productive social organizations. ASPP, together with the Social Development Division of ECLAC, will carry out a wide range of research and direct support activities in respect of a variety of grass-roots



economic organizations (co-operatives, micro-enterprises, family firms, etc.) and non-productive social organizations. It will also provide advisory assistance to those governments which so desire in promoting this type of activity and enterprises. In this field, it will be supported by Italian associate experts. The countries in which it is planned to carry out these activities are Argentina, Brazil, Colombia, Costa Rica, the Dominican Republic, Ecuador, Guatemala and Uruguay. The agreement with Italy is on the point of being signed.

- iii) At the time of writing this report (February 1988), the Head of the new ILPES Office for Central America and Panama was at the head of an important mission from the Institute which planned to carry out a series of activities with support from ASPP (in some cases in collaboration with the Social Development Division of ECLAC). The topics fall into two categories: on the one hand, a bank of social projects, and on the other, joint meetings between the public sector and private entrepreneurs, supported by the local UNDP offices.

#### F. REGIONAL PLANNING AND POLICIES/ARPP (1988)

46. A number of ARPP activities, mainly in collaboration with the DTP of ILPES, were carried out during 1987 and will continue in 1988. They include: i) International Course on Development, Planning and Public Policies (versions XXVIII and XXIX), with a special emphasis on regional planning. Administrative co-ordination in this area, delivery of lectures and holding of seminars; ii) Course on Regional Planning of Development in Frontier Areas, programmed to be held in Rivera, Uruguay, with participants from Brazil and Uruguay. ARPP has collaborated in preparing the course and will teach a number of subjects.

47. As regards 1988, it has been planned to begin a further set of activities:

- i) The organization of an international workshop on industrial development policies, in conjunction with the ECLAC Buenos Aires Office, the Federal Investments Council (Argentina) and the Ministry of Planning of the Office of the President of Argentina. A group of Latin American experts will meet in Buenos Aires to exchange experience in this area. The international part of the meeting will be co-ordinated by ARPP, which will also present an assessment of industrial development policy in the Department of Arica, in the First Region of Chile;
- ii) The implementation (depending on the availability of financing) of research into regional social organization, which it is planned to carry out in Bolivia, Brazil, Chile, Colombia and Peru. The project aims to produce results which will provide empirical support for ILPES' courses and which will also be of use to governments in formulating decentralization policies;
- iii) The implementation of a set of activities designed to materialize the LIDER project (International Laboratory on the Design of Regional

Strategies), which aims to institute a new method for teaching regional planning through advanced processes involving the exchange of experience (the progress of this initiative also depends on specific resources and on ratification by the governments concerned);

- iv) Preparation of a Manual on Techniques for Regional Analysis using Personal Computers (PC), which will develop very useful software for planning agencies.

#### G. MAIN UNDP/ILPES PROJECT (RLA/86/029)

##### 1. Economic programming module (DEP) (1988)

###### a) Development of macroeconomic models

48. In accordance with the programme of work of the Main UNDP/ILPES Project, three national studies involving the development of macroeconomic models were begun for Brazil, Chile and Nicaragua, with the aim of providing support for advisory activities to the countries or for the teaching activities of the Institute itself. During 1988 it is planned to carry out the following new activities:

- i) Firstly, a short-term macroeconomic model will be developed for Paraguay, in collaboration with that country's Technical Secretariat for Planning and with Project UNDP/OPE/PAR/87/003.
- ii) Secondly, the Project will co-operate in the construction of a model for simulating the functioning of a small-scale economy, taking into account the application of a basic needs strategy. This study will concern Bolivia and will be carried out within the Main UNDP/ILPES Project itself.
- iii) Thirdly, a methodological guide to techniques of macroeconomic programming will be prepared on the basis of the above experience of ILPES, as well as that of other national and international agencies and academic centres.

###### b) Evaluation of dynamic comparative advantages

49. During 1987 observation of the main conjunctural parameters of the international economy continued, as well as the preparation of short-term forecasts in this respect. During the first half of 1988, a similar report will be prepared containing forecasts for 1988-1989. This will constitute a basic study for the seminar/workshop on methodology and forecasts in respect of the international economy, which will provide a summary of ILPES' experience in this respect and propose an analytical methodology for forecasts of the international environment, in collaboration with the Latin American Centre for Economics and International Policy (CLEPI) and the Programme of



Joint Studies on the International Relations of Latin America (RIAL) and in co-ordination with several divisions of ECLAC.

50. As far as dynamic comparative advantages are concerned, it is necessary to develop and promote the implementation of techniques for evaluating them in order to provide a basis for sound long-term development strategies, taking into account forecasts regarding the international economy. In this regard, two activities have been programmed. First of all, the existing methodologies for evaluating and measuring dynamic comparative advantages which are applicable to the countries of the region will be compiled, including those prepared by the World Bank and by other agencies, with a view to formulating a specific proposal for the execution of national studies in monograph form and their rapid submission to the governments concerned for ratification. Secondly, a study will be made of recent experience in Chile and Mexico regarding export diversification and import substitution, on the basis of criteria of comparative market advantages.

c) Information and macroeconomic forecasting systems

51. With the aim of providing support for national planning agencies in improving their information and macroeconomic forecasting systems, activities designed to prepare updated data bases to facilitate conjunctural analysis and short-term forecasts will be initiated in 1988. In this respect, first of all a methodological guide will be prepared in order to construct microcomputer macroeconomic data bases. Subsequently, the application of this methodology will be illustrated through the preparation of computerized macroeconomic data bases for Brazil, Paraguay and Nicaragua, as a form of support for the respective national planning agencies and in order to facilitate the execution of teaching activities on the twenty-ninth International Course of ILPES. All the above-mentioned activities will be carried out in close collaboration with the regional UNDP projects executed by ECLAC, PREALC and other organizations within the system, so as to avoid duplication of effort and to maximize results.

d) Specific international seminars

52. Two international seminars will be held in 1988 for the purpose of disseminating and analysing activities in respect of the construction of macroeconomic models and related techniques.

- i) First of all, an agreement has been reached with the Peruvian National Institute of Planning to hold a seminar/workshop in Lima on methodologies and forecasts relating to the international economy and their role in planning. This seminar is intended for officials from planning agencies, and specialists from ILPES and other international agencies will participate in it
- ii) Secondly, plans have been made to hold an international seminar for directors of global planning from national planning agencies in order to present, discuss and disseminate the macroeconomic model-building activities and information systems recently developed by ILPES.

e) Planning in relatively smaller countries

53. The following activities are planned:

- i) Preparation of a methodological proposal regarding the programming of public-sector investment in relatively smaller countries. At the end of 1987, as part of the Main UNDP/ILPES Project, APSP initiated the review of background data for this proposal, which will be carried out in 1988 and will be based on the interaction between four main elements: a simplified global model for macroeconomic accounting; a sub-model for the public sector, with special attention to the relationship between current and capital expenditure; a project bank and system for physical and financial follow-up, and the provision of technical and financial co-operation. This proposal will seek ways of integrating the partial components already prepared by ILPES, the World Bank, the Department of Technical Co-operation for Development (DTCD) and the German Foundation for International Development (DSE) of the Federal Republic of Germany.
- ii) Seminar on strategic development alternatives for the Central American Isthmus. This meeting will be organized in 1988 by the ILPES Office for Central America and Panama and will be attended by technicians from countries of the region concerned and from international agencies, who will analyse different aspects of the future of the subregion.
- iii) Research and working group on the future of planning in the Central American Isthmus. The Office for Central America and Panama will sponsor research into the present state of planning in the subregion and its alternatives for the future. This will involve national studies on the institutional organization and actual operation of planning systems, leading, in the second half of 1988, to a meeting of a working group in a city in the subregion which has yet to be chosen.

f) Other economic programming activities

54. At a meeting between DEP and the authorities of the Center for Economic Research of the University of Texas (Austin, USA), a preliminary examination was made of the proposal to carry out a joint programme on the topic of dynamic comparative advantages, which would draw on the experience acquired by the Center in the area of methodologies for economic programming, both at the global level and in respect of sectoral studies. In 1988, it is planned first of all to prepare a study of the most significant approaches which have been developed for the study of this problem and then to assess their application to the economies of Latin America and the Caribbean, through the execution of national monographic studies. It should be mentioned that the Center is a recognized authority in this field and can provide a considerable volume of studies and computer programmes which it has accumulated in this respect.

55. It should be borne in mind that this Project (RLA/86/029) has been designed to respond to specific requests formulated by governments through its various modules, and, in so far as they concern economic programming, through

its two major lines of activity: models for macroeconomic programming and studies of dynamic comparative advantages. In this respect, there is still room for further specific requests for 1988, and the programme presented here may consequently be expanded, without there being any need to alter the Project's terms of reference.

## 2. Intergovernmental co-operation module/DIC (1988)

56. The Co-Directorate of this part of the Main UNDP/ILPES Project will remain internally responsible for the reports on the project's activities, and for co-ordinating its work with DTP in order to carry out the activities planned for module III (which deals with the training of human resources and dissemination, but which has no experts of its own). It will collaborate with the Office of the Director-General of the Institute in supervising the work of the Project experts whose activities do not constitute part of module I (see section G.1 above).

57. Furthermore, in order to avoid duplication of efforts within the Institute itself, this part of the Project will continue to provide support for the organization of intergovernmental meetings (some of which will be at the Ministerial level), which provide the principal opportunity for an exchange of experience between national planning agencies in the region. In this respect, it links up with the activities covered by the System of Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean (SCOOPALC), as well as with those of the Caribbean Development and Co-operation Committee (CDCC) (within the limits of the participation laid down for ILPES in this ECLAC body) and with part of the activities undertaken by the Institute's decentralized units.

58. In substantive terms, this module includes a series of technical meetings (some of them at high level) dealing with topics which are of strategic importance for revitalized planning activities but which do not constitute areas of specialization as far as the Institute itself is concerned. In addition, this module must link up with other sectoral agencies for the purposes of joint collaboration with ILPES in a number of areas of long-term planning. Finally, module II also provides support for horizontal co-operation activities, for technical co-operation among developing countries (TCDC) and for international technical co-operation (ITC) both within the Institute itself and in association with other UNDP projects and other regional agencies (specially ECLAC and SEEA).

## 3. Other activities of Project RLA/86/029

59. The activities of module III appear in chapter II.b of this document. As in the case of the preceding module (Economic Programming) and of the other elements of the Main UNDP/ILPES Project, the details of the programme of work for 1988 appear in a separate document, which will be distributed to all governments directly by UNDP once the tripartite meeting to assess the Project (Caracas, 29 March 1988) has been held.

**H. SUBREGIONAL OFFICES AND OTHER DECENTRALIZED ACTIVITIES**

and its primary... In this respect, there is still... studies of dynamic comparative advantages. In this respect, there is still... room for further specific requests for 1988, and the programme presented here...  
 60. In 1988 there will be further consolidation of the policy of decentralization of the Institute's activities, as planned and approved since May 1983 (Buenos Aires, Fourth Regional Council for Planning). In January of this year the ILPES Office for Central America and Panama, based in San José, Costa Rica, began to operate. Two years previously, the ILPES Office for the Caribbean had begun operating in Trinidad and Tobago, although it has been affected by the current freeze on appointments adopted by the United Nations. Nevertheless, although still at a very early stage, the results produced by both units seem highly encouraging and are reflected in the set of activities planned for the near future.

a) ILPES Subregional Office for the Caribbean

61. In collaboration with ECLAC, UNESCO and OAS a seminar/workshop on planning in the Caribbean in the field of science and technology methods and alternatives was organized in Barbados in July 1988. This was attended by 10 countries and the following institutions were represented in it: Caribbean Community (CARICOM); Caribbean Development Bank (CDB); Caribbean food and Nutrition Institute; Caribbean Industrial Research Institute (CARI), Caribbean Network of Educational Innovations for development (CARNED); Caribbean Forum Research Centre (CIRC); Centre for Research and Management and Environment Studies (CERMES); European Economic Community (EEC); Inter American Development Bank (IDB); Inter American Institute for Agricultural Cooperation (IIACA); National Institute of Higher Education, Research, Science and Technology (NIHERST); United Nations Environment Programme (UNEP); United Nations Industrial Development Organization (UNIDO), and University of the West Indies. The seminar/workshop was held in Barbados in July 1988. The basic aim of the seminar/workshop was to encourage scientists and specialists as the most suitable means of incorporating science and technology as a variable in the development process. In addition to discussing policy formulation and instruments for action, a critical role will be drawn up of the present situation in the region and the necessary adjustments for the efficient implementation of science and technology in small island countries.

62. Reorganization of the Office. In 1988 it will be necessary for the countries concerned and the members of the intergovernmental forums of ILPES to discuss the redefinition, with ECLAC support, of the operation of the Office in Trinidad and Tobago. Two projects have been drawn up, one of which has been submitted for preliminary examination by CARICOM and UNDP, while the other is for possible creation within the ECLAC system, with support from governments from outside the region. Approval of both projects is an essential requirement if the Office is to operate after it has been reorganized, since in contrast with other ILPES activities which are partly maintained by government contributions, such contributions have so far been inadequate to support the activities of this Office which has been inactive since September 1987, its affairs being provisionally co-ordinated and managed from the Institute's headquarters in Santiago, Chile. The freeze on new posts in

the regular budget of the United Nations is a factor which further hampers this Office's return to full operation.

b) ILPES Office for Central America and Panama

63. The Agreement between the Government of Costa Rica and the United Nations in respect of the establishment of the ILPES Office for Central America and Panama was signed in San José, Costa Rica, on 14 November 1987. The relevant decision had been unanimously adopted by the Sixth Conference of Ministers and Heads of Planning of Latin America and the Caribbean, in March of the same year, and thus responded to a request made for over the past fifteen years by the countries of the Isthmus. The ceremony of signing the Agreement organized by the Ministry of Planning and Economic Policy of Costa Rica and ILPES was attended by ministers and official representatives from all the countries of the Isthmus and was honoured by the presence of the President of the Republic of Costa Rica, Dr. Oscar Arias. All the above authorities signed the Agreement, as a result of which the Office was able to begin operations as of January 1988.

c) Other decentralized activities

64. The ECLAC Subregional Office in Mexico has become a vital liaison point for relations between ILPES and Mexico, Cuba and the countries of the Central American Isthmus. It also facilitates relations with the Minister of Planning and the Budget of Mexico, who chairs the Regional Council for Planning, and aids in the conduct of joint activities in association with other Mexican national institutions. In 1988 joint activities with this Office will be partly discontinued because no-one has yet been appointed to replace the previous liaison officer (reassigned to other functions within ECLAC).

65. As is well known, the Institute's only decentralized units which possess their own technical capacity are the Offices for the Caribbean and for Central America and Panama. An official is stationed in Brasilia under one of the interinstitutional agreements between ILPES and Brazil, and this staff member also deals with relations between the Institute and the ECLAC office in that city. Throughout the region, the regional offices of ECLAC make up a significant support network for the Institute's activities. Moreover, as already noted, the network of offices of the Resident Representatives of UNDP constitute another valuable resource for ensuring co-ordination between the Institute and its 37 member governments.



Notes

1/ This chapter covers the conclusions or proposals contained in the many technical documents recently produced by the Institute. Most of them have been presented and adopted in the intergovernmental forums that give technical guidelines to ILPES. The list of publications is also contained in another document which has been separately distributed and consequently, for purposes of simplification, the references corresponding to each case will be omitted here.

2/ The System of Co-operation and Co-ordination Among Planning Bodies of Latin America and the Caribbean (SCCOPALC) was recognized and supported by ECLAC in its resolutions 371(XVII) of 5 May 1977 and 397(XVIII) of 26 April 1979. In these resolutions, ILPES was urged to increase its support to the System and attention was also drawn to the importance of the Conferences of Ministers and Heads of Planning of Latin America and the Caribbean for the exchange of experiences and the identification and definition of common measures aimed at enhancing regional co-operation.

3/ See in this regard the bibliography produced by the Latin American Planning Institute (IPAL), Lima, Peru (1986-1987) and, of course, the works of the UNESCO Regional Office for Science and Technology for Latin America and the Caribbean (ROSTLAC/UNESCO), Montevideo, Uruguay.

4/ An analysis of this asymmetry is given in other documents produced by ILPES. The last three paragraphs are based on a document presented by the Institute at the First Latin American Meeting on Economic Planning and Public Management: "La Democracia frente al Reto del Estado Eficiente", Buenos Aires, Argentina, September 1987.

5/ The situation referred to may be compared with the text on "The functional framework of Ministries of Planning and National Planning Bodies", presented by ILPES at the Fourth Conference of Ministers and Heads of Planning of Latin America and the Caribbean, organized by SCCOPALC in Buenos Aires in May 1983. The text and sequence of this paragraph follow that document.

6/ See "Ruling capability and the complexity of development", in the document entitled Regional co-operation and integration in reactivation and development: the role of planning (LC/IP/L.19; NTI/G.3), presented at the Sixth Conference of Ministers and Heads of Planning of Latin America and the Caribbean (Havana, March 1987).

7/ In this context "planning" would cease to be the exclusive responsibility of any single agency within each government. A new approach to planning requires the rethinking of the function of the national planning body and, above all, a redefinition of its relationship with other relevant social organizations, whether within or outside the government apparatus. Planning outside the framework of such a body also takes place in the region, and moreover such a body frequently undertakes activities unrelated to planning.

8/ For this reason the Institute maintains that "planning should ideally be governed by a kind of non-traditional public law, which would permit each national society to be aware of the most likely paths of its future development and to establish some hierarchy of priorities" (see: "Una inflexión a los XXV años: el ILPES ante una nueva planificación", in ECLAC, Notas sobre la economía y el desarrollo, No. 452, Santiago, Chile, October 1987).

9/ It is for this reason that ILPES is also seeking to improve the techniques, methods and models that are available for forecasting. For further information see the documents presented at the "International Colloquium on New Directions for Development Planning in Market Economies", Santiago, Chile, August 1986 (documents in the series Nuevos Textos ILPES, NTI/D.2 to NTI/D.16, ECIAC, LC/IP/G.28 to LC/IP/G.40).

10/ ILPES has done pioneering work in this field and has provided training for non-governmental bodies, initially in co-operation with the Association of Non-governmental Organizations for Development (ASONG), in Santiago, Chile, and more recently at the regional scale.





## Annex 1

ILPES: NEW INSTITUTIONAL PROJECT, 1988, AND ADMINISTRATIVE  
MODERNIZATION PROGRAMME

## A. THE NEW INSTITUTIONAL PROJECT

1. During the second half of 1982 ILPES began to implement its New Institutional Development Strategy (Doc.V-ST-4, November 1982), which includes the New Institutional Project (Doc.I/3, May 1983). This Project opened up a new sphere of activity and provided for the establishment of a new system of intergovernmental financial support. The main modifications made since then have been in accordance with the timetables of the associated and intergovernmental bodies which guide the technical work of the Institute.
2. From its very inception, the New Institutional Project was aimed at stabilizing the regular budget of ILPES by drawing on two basic sources of financing: the regular budget of the United Nations (Series 100 posts) and direct contributions by member governments. Total government contributions were estimated at US\$1.5 million per year, and this commitment was ratified for 1984-1990. This scheme by no means eliminated the Institute's need to seek additional resources on its own in order to provide the rest of the necessary financing; indeed, approximately 40% of ILPES financial requirements were to be supplied by these means.
3. In accordance with the mandates it had received, the Institute took steps, through ECLAC, to secure the replacement of UNDP contributions with new permanent United Nations posts. In the best of cases, however, this would not be possible before 1987 and, even then, only if ILPES were to receive staunch support in this regard at the ECLAC session and the ratification of the General Assembly. In fact, not only were new posts not created, but one professional post has been frozen for over two years and one of the permanent secretarial posts (out of a total of ten) is on its way to being lost as well.
4. Now, in these early months of 1988, the task of the New Institutional Project must be to continue the consolidation of ILPES as a permanent multilateral body linked to the ECLAC system which receives guidance directly from the national planning bodies of Latin America and the Caribbean. Full control over its administrative and financial management remains in the hands of United Nations bodies. The Institute's workload grew more rapidly in 1987, and the performance of this work will demand a level of operating

expenditures which will be in excess of the Institute's capacity, unless the commitments made with a view to stabilizing its regular budget (mainly on the basis of direct government contributions) are met in full.

5. With respect to its technical organization, in May 1987 the Institute began to operate on the basis of the areas and divisions mentioned earlier (see chapter II.A). In the administrative sphere, in addition to routine secretarial and general services, ILPES maintains a management support unit, a budgetary execution unit, a unit which provides information services and support for SCOOPALC, and an internal co-ordination and control unit.

6. The Institute's overall budget, which was approved unanimously at the seventh meeting of the Regional Council for Planning in March 1987, provides for the stabilization of the New Institutional Project at an annual level of around US\$4.5 million for the period 1987-1990. Nevertheless, even though it has been unanimously acknowledged that it is inappropriate that "regular expenditures" should continue to depend on "extrabudgetary resources", this situation has not been rectified. The Institute's accounts continue to be quite incongruous: while the "disbursements" column has a large stable component, the "income" column is highly erratic. This affects the rationalization of the Institute's internal activities to such an extent that the programme of expenditures has to be re-worked each time new funds are received.

7. This situation is made even more serious by the Institute's inherent limitations as regards the generation of own resources and, to some extent, by the stringent restrictions governing the utilization of the resources available from the United Nations system (permanent staff or UNDP) or from specific agreements and projects. Contributions by governments have therefore always been considered essential (along with the replenishment of minimum reserves of its own). Even today, these are the only two sources available for various types of expenditures (included the mobilization of staff whose salaries are paid by other United Nations sources) and for most of its operational activities. Moreover, although some cash imbalances might be corrected through short-term operations, this is not permitted because the Institute cannot engage in credit operations.

8. Along these lines, there are two major reasons for ensuring a sufficient regular budget:

- the duration of the contracts and the technical specializations of the professionals assigned to "specific projects" (under agreements between the Institute and member governments) do not conform to the needs of the permanent core team; and
- the resources generated through "specific projects" financed out of general expenditures have never been sufficient to maintain this core team.

9. It was therefore unanimously agreed that a regular level of contributions from the member governments should be established, spread among them as a group in order to avoid its concentration among a few members. In no case -- no matter how serious the external or internal financial crisis affecting a given country may be -- does the small contribution payable to the Institute have

any macroeconomic or macrofinancial significance in terms of the contributions earmarked for international bodies, and much less so in terms of the more aggregated public accounts.

10. Under the New Institutional Project, the number of "technical core personnel" was set at around 30 professionals (a minimum of 25 international staff, with the remainder being local personnel). The actual number ultimately decided upon was 34, including a few staff members working under non-permanent but continuous contracts at ILPES headquarters. In combination with the administrative personnel, the total number of regular staff members would thus be near 50.

11. During the three-year period 1984-1986, the Institute operated with an annual average of 31% fewer resources than should have been provided by the regular budget that had been agreed upon, 25% fewer technical staff members, and operational expenditures 38% below the stipulated level. This situation is of course in striking contrast with the large volume of technical work performed by the Institute. The possibility of continuing on this basis came to an end in 1987; however, inasmuch as this work could be accomplished only by drawing down reserves and postponing essential expenditures (including the Institute's share of the expenses of UNDP Project RIA-86-029).

12. The following minimum guidelines for the coming four-year period were unanimously adopted:

- a) The basic principles of the New Institutional Project should be upheld;
- b) Tripartite financing: 11% of the financing should come from the United Nations, 33% from the governments and 56% from extrabudgetary resources obtained by the Institute (the percentages refer to a global budget of US\$4.5 million per year);
- c) Counterpart contributions: the contributions from member governments should be regarded as regular financing (even though they are officially designated as "voluntary") for the "multilateral activities" of the Institute. In this regard, the following steps were approved at the seventh meeting of the Regional Council for Planning in March 1987: i) a new intergovernmental agreement based on the appointment already established shall be ratified; ii) 31 March and 30 June of each year shall continue to be designated as the only two payment deadlines, in view of the fact that the governments' contributions are associated with expenditures to be made during the corresponding year; iii) on an internal basis, within each country, member governments shall seek to regularize the legal and procedural arrangements for the payment of their contributions to the Institute; iv) the option of making one or the other payment in national currency, shall remain open, but that the practice of paying each annual contribution in instalments shall be eliminated (i.e., each contribution must be paid in a single lump sum); v) an agreement shall be reached in each case as to the most appropriate procedure for the country to use in arranging for payment and an effort shall be made to

find ways of ensuring that the funds are actually received by the Institute more quickly than at present;

- d) The New Institutional Project for the 1987-1990 period should be prepared and contribution pledges should be set for a period corresponding at the very least to the same four-year period;
- e) ILPES/ECLAC relations: the following recommendations were approved:
  - i) reimbursement to ILPES of the overheads charged on government contributions to the regular budget of ILPES; ii) recovery for the Institute of the share of resources corresponding to permanent posts (i.e., of the regular budget of the United Nations); iii) strengthening of the support provided by the ECLAC Executive Secretariat to the Institute;
- f) ILPES/UNDP relations: the proposals approved in this connection were as follows: i) to consider UNDP financial support as corresponding exclusively to "specific projects" and, as a temporary measure, to support institutional disbursements only up to the Institute's maximum financial contribution for joint projects (transferred to UNDP as the Institute's share of cash expenditures); ii) to urge UNDP to consider other projects with the Institute, be they of regional or subregional interest or projects carried out at the national level, in which case the corresponding decisions must be made directly by the governments involved;
- g) Support from international bodies. It was recognized that the signing of medium-term agreements (three to four years) with ILPES for joint interinstitutional and multilateral co-operation would greatly stabilize the budget; under such agreements, technical personnel could then be recruited to strengthen the Institute's permanent team, whether at its headquarters or its subregional offices;
- h) The progress achieved as regards co-operation with non-member governments has depended almost entirely on initiatives of the Institute itself. In this case also, a decision was made to urge the other governments to establish multi-annual agreements which would make it possible to augment ILPES's capacity for providing services in areas of multilateral interest to Latin America and the Caribbean.

13. A document (restricted distribution) setting out a revised version of the New Institutional Project for 1988 (based on its analysis and reformulation at the tenth meeting of the Presiding Officers of the Regional Council for Planning in Caracas in March 1988), will be available by the time of the twenty-second session.

#### B. ADMINISTRATIVE MODERNIZATION PROGRAMME

14. As is well known, this is one of the three internal programmes of ILPES which make up the New Institutional Strategy applied since late 1982. As in the case of section A above (New Institutional Project), the present section

provides a report on the status of the programme as of early 1988. The following overview of this programme is divided into three parts: the first covers its basic underlying philosophy; the second discusses how it relates to the internal staff policy of ILPES; while the third refers to administrative aspects proper.

15. With regard to the basic philosophy of the programme, this seeks to co-ordinate efforts in order to enhance the performance of the Institute so as to bring it up to a suitable level of excellence. In 1987 (as will also be true in 1988) this involved reconciling two particular aspects of ILPES: its identity as a permanent body of the United Nations belonging to the ECLAC system (which is governed by United Nations regulations concerning general administration, staff, accounting, auditing, etc.), and its identity as a multilateral service agency whose technical work is guided by the 37 member governments (Regional Council for Planning and its Presiding Officers) whose requests for collaboration it must respond to directly.

16. In an effort to reconcile this dual identity, a way is being sought to view the Institute as, in some sense, an "enterprise". This means that the management of ILPES needs to be based on the co-ordination of four main subsectors: firstly, of course, its finances; secondly, its "inputs" (basically the human resources mobilized by the Institute); thirdly, its "output" (the specific services it provides); and, fourthly, its "clientele" (essentially its member governments, or some other agency to which the Institute provides support and, in so doing, also benefits the governments of Latin America and the Caribbean). One of the corollaries of this principle is the consensus reached by the governments in recognizing that their "direct contributions" to the Institute are not "donations" but should rather be regarded as the counterpart in real terms of the multilateral services provided by the Institute (which reach the majority of the countries). The Institute, for its part, regards these contributions as being "tied", in a very strict sense, to the commitments deriving from the mandates it receives from its intergovernmental directive forums and from the Executive Secretariat of ECLAC (as regards its role as a part of the ECLAC system).

17. The internal effort to raise efficiency levels calls for a clear policy oriented towards motivating the Institute's staff (within, of course, the framework of the regulations governing the recruitment and work of all United Nations staff members). Within the bounds of the Institute itself, however, this effort calls for a personnel policy having the following main characteristics:

- a) A modicum of job security: ILPES must be strengthened to ensure greater stability for its technical and administrative personnel so that they can really feel that they are permanent staff members, thus giving them greater confidence and peace of mind, since, in the past, there have been instances of contracts for terms of six months or less and even cases of successive 30-day contracts;
- b) Professional upgrading of the permanent staff: there should be a progressive and gradual transfer of the most essential functions within ILPES, which have so far been concentrated among personnel holding fixed- or intermediate-term contracts (Series 200) to staff

members whose salaries are paid out of the regular budget of the United Nations (Series 100);

- c) In-service training: The professional upgrading referred to in the preceding paragraph is being complemented by a determined in-house training effort which has already achieved quite tangible progress;
- d) Career horizons: The technical and administrative reorganization of the Institute (1987) has made it possible to introduce greater rationality and clarity as regards functional career prospects and the quality of the specific duties assigned to each post (see also item h);
- e) Support for the work performed by women staff members: In accordance with United Nations guidelines in this regard, special importance has been attached to the full utilization of the professional skills of women staff members. It has been established that, both in terms of the number and quality of the duties performed, an essential part of the Institute's work is carried out by women staff members (in both technical and administrative positions);
- f) Stability: Despite the serious budgetary problems facing ILPES (which is operating with nearly 40% fewer resources than at the beginning of the decade), the Institute has made the establishment of reserve funds a top priority. These reserve funds are essential in order to maintain the stability of administrative personnel who qualify for conversion of their contracts to make them eligible for probationary periods leading to permanent posts in the future;
- g) Working conditions: A systematic effort has been made to improve the physical working conditions of all staff members as regards both offices and equipment. The Institute is embarking upon the fourth stage of an effort to modernize the equipment used by administrative assistants and secretaries; this involves increasing the number of computers that are available and improving the filing (microfilm) and document reproduction systems;
- h) Promotions: Finally, the determined effort being made to motivate the most deserving technical and administrative staff members has taken on greater prominence as a result of the most recent modification of the Institute's technical structure (1987). Nevertheless, a number of stringent regulations now in effect within the United Nations system (which are fully justified by the financial crisis) make the implementation of this policy line more difficult.

18. In so far as it relates to administrative matters proper, the modernization programme focuses on the integration, on as efficient a basis as possible, of the four components mentioned earlier (finances, staff resources, services provided and "demand") with the aid of progressively greater use of electronic data processing. The progress achieved up to 1987 has been such that ILPES now has a number of administrative subsystems which are on a par with those of efficiently-run private enterprises, especially as regards the programming and control of financial resources. The computer equipment ordered



during 1987 --part of which will be received in 1988-- will make possible further progress in the operation and modernization of these administrative subsystems (primarily in relation to the execution of the Main UNDP/ILPES Project).

19. Finally, in 1988, as in the past, ILPES will have to keep on taking into account the four factors which influence its possibilities of administrative modernization. Firstly, one determining factor is full adherence to the United Nations provisions applying to its permanent bodies and, hence, to ILPES. Secondly, as an autonomous organization belonging to the ECLAC system, the Institute must also follow the specific rules and internal guidelines of this system (which to some extent reflect the financial difficulties being experienced by the United Nations). Thirdly, in so far as its joint projects with UNDP are concerned, ILPES must also meet the requirements established at this level (which are regularly made known through the UNDP/ECLAC liaison office with the ECLAC system in Santiago). Finally, ILPES must also respect the requests and specific regulations of economic bodies or technical co-operation agencies which co-finance part of its programme of work.

20. A number of circumstances point to the possibility of achieving further significant advances in 1988 as regards the administrative modernization programme. One very important factor is that the in-house effort made to provide staff members with computer training is beginning to bear fruit. Thanks to this ongoing training effort, it is possible to look forward to greater progress in this respect during 1988 than has been achieved in previous years.

## Annex 2

## ILPES: REPORT OF ACTIVITIES FOR 1986

## A. INSTITUTIONAL MATTERS

1. During 1986, ILPES continued the implementation of its "New Institutional Project, 1984-1986", which was unanimously adopted at the Fifth Meeting of the Technical Committee (Buenos Aires, May 1983) and endorsed and updated by the governments at the ILPES and ECLAC meetings held during the year. In executing its activities, ILPES drew on its own installed capacity, mobilized consultants and used its power as a mobilizing and catalytic influence to marshal and channel the efforts of other international and regional agencies. In carrying out these tasks the Institute received extensive support from UNDP and its network of Resident Representatives and pursued joint activities with the Department of Technical Co-operation for Development (DTCD), UNCTAD, ILO (through PREALC), the United Nations Environment Programme (UNEP) and the World Health Organization (WHO). Special mention should be made of the important links established with the Inter-American Development Bank (IDB), for carrying out various technical co-operation activities, and the World Bank, especially through its Economic Development Institute (EDI). There was a further strengthening of the ties with the Latin American Centre for Development Administration (CLAD), the Pan-American Health Organization (PAHO), the Board of the Cartagena Agreement (JUNAC), the Latin American Economic System (SELA) and, to a lesser extent, the Organization of American States (OAS) through the Inter-American Statistical Training Centre and the Inter-American Center for Integrated Social Development (CIENES and CIDES/Buenos Aires) as well as with the Latin American Integration Association (ALADI) and the Latin American Association of Development Finance Institutions (ALIDE).

2. Within the framework of the ECLAC system, joint action was stepped up with the Division of Operations, the substantive divisions, the Latin American Centre for Economic and Social Documentation (CLADES) and the Latin American Demographic Centre (CELADE). There was a close working relationship with the UNDP Liaison Office with the ECLAC/ILPES system in Santiago, Chile. ILPES continued its interinstitutional links with the Organization for Economic Co-operation and Development (OECD), and the European Economic Community (EEC), and maintained useful contacts with the Inter-American Public Budget Association (ASIP), the United Nations University (UNU) and, more recently, with the International Research and Training Institute for the



advancement of research and with the Centre for Latin American Monetary Studies (CEMLA) as far as governments outside the region are concerned, agreements were signed with the International Institute for Public Administration (IIAP) in France, the Institute of Social Studies (ISS) in the Netherlands, the Inter-American Co-operation Institute (ICI) in Spain and the Settlement Study Center (CERS) in Israel. The Federal Republic of Germany, Canada, Italy and Japan were also contacted with a view to reaching additional co-operation agreements. The holding of the International Seminar on New Directions for Planning in Market Economies (UNEP/ILPES, Santiago, Chile, August 1986), opened up new prospects for executing joint activities with academic bodies in the United States, the United Kingdom, Japan, Israel and Sweden.

The Office of the Director General continued to expand ILPES' communication channels by further enhancing its ability to function as a catalyst and ensuring that the Institute was represented at new events convened either directly by entities of member countries (Universidade de Campinas, Brazil, Ministry of National Planning and Policies of Costa Rica, National Planning Institute of Peru) or other international agencies (IPAN/CECT, Lima; CLAD, Madrid; and UNDP, New York). It also sought to strengthen the basic links for the continuity of ILPES' activities in the region through the holding of official meetings with other governing bodies (IDB/Washington, the Central American Institute of Public Administration (ICAP), San Jose, Costa Rica and UNCTAD, New York).

4. Internally, recognition should be given to the fact that ILPES, in its role as a permanent agency of the United Nations and intergovernmental body providing services, was able to complete a large volume of work in 1986. Despite its limited resources, the serious imbalance between the actual resources available and the work required of it was once again very marked.

Work continued on the programmes started in 1982 under the "New Institutional Development Strategy". These three programmes are: "Modernization of Administration", "Upgrading of Technical Work" and "New Institutional Project Programme". With regard to the Modernization of Administration Programme, the essential element of the computerized system of administrative and financial control was completed. The training and upgrading of human resources in the area of administration was continued and progress was made in the institutionalization of personnel policies. As a result, a number of senior officials on the permanent staff were upgraded through technical services which were irregular. The subjects in which training was upgraded from the theoretical and technical point of view. However, there was still a considerable gap between ILPES' capacity to provide services and the specific demands of the member governments. This was particularly true in the area of training and technical assistance which the member governments had unanimously decided was necessary for the implementation of their development activities contemplated by the programme of work for the period 1987-1990.

ILPES continued to act as the Technical Secretariat of the system for Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean (SCOOPALC), and notable among this work was the preparation of the

Sixth Conference held in Havana in March 1987. Other important meetings were the Eighth Technical Subcommittee, held in Bogotá in January 1986, and the Ninth Technical Subcommittee held in Lima in December 1986.

7. An international seminar was also held on "New Directions for Planning in Market Economies", which was attended by prominent experts from seven developed countries, ministers and other government, and academic officials, private sector representatives, and UNDP, ILPES and ECLAC officials. This seminar constituted a part of the preparation for the activities that UNDP and ILPES have decided to undertake jointly during the period 1987-1990. The four main topics were firstly, appraisal of the available theoretical framework on planning and the development process; secondly, an overview of planning techniques and methods; thirdly, the capacity to govern and the participation of the main social agents involved in the planning process, and finally, the impact of these three aspects on short-term policy formulation. (The basic documents of this meeting were published in CEPAL Review, No. 31.) In 1986, a special project was launched with UNDP support on the subject of strategic planning (see Project RIA/86/013/A/01/52).

## B. PROGRAMME DIRECTORATES

### 1. Directorate of Advisory Service Programmes (DASP)

8. In the area of Planning and Co-ordination of Economic Policies, special mention may be made of the collaboration with the Government of Belize in formulating the 1985-1989 Development Plan; with the Ministry of National Planning and Economic Policy of Costa Rica in formulating and defining medium- and long-term development strategies; with the Government of Paraguay in upgrading the mechanisms and instruments for strengthening the Technical Planning Secretariat; and with the Government of Peru in improving the National Planning System.

9. With respect to Public Sector Programming, ILPES co-operated in particular with the National Planning Office of the Dominican Republic in the strengthening of the national planning systems and projects, and with the Government of Guyana, in respect of the institutional aspects of the national planning system and projects, while co-operation was started with the National Council for Economic Planning of Guatemala. The state of Bahia (Brazil) also received support for its state planning information system.

10. With respect to the Area of Social Programmes and Policies, ILPES continued its co-operation with the Governments of Costa Rica, Ecuador, Honduras, Paraguay and Uruguay and also participated in support activities for regional and local planning agencies, co-operation being provided, inter alia, to the government of the Province of Mendoza, Argentina, in devising a long-term provincial development strategy; to the National Planning Department of Colombia in formulating the National Border Development, Municipal Administration and Comprehensive Local Development Plan, and with the National Development Council of Ecuador in strengthening the links between local and national planning.

## 2. Directorate of Training Programmes (DTP)

11. Advanced and special courses: In 1986, a number of international courses were held, some of which were a continuation of ongoing activities, while others were in response to new topics or specific needs.

- a) International Course on Development, Planning and Public Policies Santiago. This was attended by 44 professionals from virtually all the countries of Latin America and the Caribbean, as well as from Spain and Africa (Equatorial Guinea), chosen from among 202 applicants. The programme of the 1986 course was a complete restructuring of previous courses and its fundamental aim was to make a systematic analysis, encourage reflection, and promote discussion on the problems affecting the present situation and future development possibilities of Latin America and the Caribbean.
- b) Course/Workshop on Present Problems and Development Strategies CIDE/ILPES/ECLAC - Mexico City, Mexico (12 weeks). This was the fourth course in the series and it was attended by 25 participants from Mexico, Central America and the Spanish-speaking Caribbean.
- c) Seminar/Workshop on Present Problems and Development Strategies Training Centre for Economic Development (CENDEC)/ECLAC/ILPES - Brasilia, Brazil (10 weeks). This was the second seminar-workshop in this series, the first having been held in Santiago in 1983. It was attended by 21 participants both from Brazil and from other South American countries.
- d) Social Planning Course for Non-governmental Agencies ILPES/Association of Non-Governmental Organizations of Chile (ASONG)/ECLAC - Santiago, Chile (three weeks). During this biennium, the third course in this series was held, with the object of analysing the main forms and techniques of social planning and reviewing the criteria and procedures for evaluating social projects used by non-governmental institutions. The 1986 course was an international one, attended by 21 professionals from six countries of the region. During the year, a seminar was also held to evaluate the three courses carried out so far.
- e) Course on Planning and the Environment in the Andean Area ECLAC/ILPES/Andean Development Corporation (CAF)/United Nations Environment Programme (UNEP) - Cuzco, Peru, three weeks, 33 participants. This was the third course of its kind and was intended to promote full discussion of environmental and planning problems, with emphasis on the experiences of the countries in the Andean subregion.
- f) Programme on National Economic Management Issues in the Caribbean, Economic Development Institute (EDI)/World Bank/ILPES/Caribbean Development Bank (CDB) - Bridgetown, Barbados (two weeks, 28 participants). Within the framework of the Joint ILPES/CDB/EDI Training Programme, this course was designed for middle- and higher-

level officials. Its aim was to discuss macroeconomic management of the public sector with special reference to investment programming.

- g) First Seminar/Workshop on the Planning of Science and Technology in Latin America, ILPES/UNESCO/Regional Office for Science and Technology for Latin America and the Caribbean (ROSTLAC)/Consejo Nacional de Investigaciones Científicas y Tecnológicas (CONICIT) - Caracas, Venezuela (two weeks, 28 participants). The object of this seminar was to review the instrumental, practical and operational aspects of science and technology planning through a study of the specific experiences of countries of the region in this field. It was attended by 14 participants from Latin America and the Spanish-speaking Caribbean.
- h) Course/Workshop on Women, Development and Planning (ECLAC/ILPES/CELADE/INSTRAW/United Nations Development Fund for Women (UNIFEM) - Santiago, Chile (three weeks, 35 participants). The aim of this course was to discuss a series of problems related to the integration of women in planning processes and the co-ordination of public policies. Eighteen countries from Latin America and the Caribbean were represented, and there were some 140 official candidates.
- i) Course on Environmental Management in Development Planning, Carl Duisberg Society (CDG)/ECLAC/ILPES/UNEP - Santiago, Chile (six weeks, 32 participants). This programme received support from the Carl Duisberg Society of the Federal Republic of Germany and its aim was to promote discussion on the progress made in environmental management. The course ended with a practical application exercise. Eighteen countries from the region were represented.

12. The national courses listed below were organized and carried out in order to give an appropriate response to specific requests from countries of the region.

- a) Public Sector Planning Course - Asunción, Paraguay (10 weeks, 42 participants). This course was organized, with financial support from UNDP, at the request of the Technical Secretariat of Planning of Paraguay, and its aim was to study the role and features of public sector planning, with emphasis on planning and budgetary programming techniques.
- b) Course/Workshop on Development, Planning and Public Policies - Montevideo, Uruguay (10 weeks, 35 participants). This was organized with UNDP support, at the request of the Planning and Budget Office of Uruguay and its main purpose was to provide an overall picture of the development problems facing Latin America today and to discuss alternative strategies, planning and public policy co-ordination.
- c) Course/Workshop on Social Development Planning - Montevideo, Uruguay (six weeks, 32 participants). The Planning and Budget Office and other Uruguayan institutions assisted in organizing this course/workshop, which received support from UNICEF and CIDES/OAS. Its chief purpose

was to study the main problems encountered in designing and executing social policies, with particular reference to Uruguay.

- d) Course on Regional Development Planning - La Paz, Bolivia (four weeks, 35 participants). This course was organized jointly with CIDES and the Universidad Mayor de San Andrés of Bolivia, and received UNDP support.
- e) Course/Seminar on Foreign Trade Policies - Brasilia, Brazil (three weeks, 25 participants). This course/seminar was organized by CENDEC, ILPES and the ECLAC Brasilia Office.
- f) Eighth Course on Development Processes and Problems in Latin America (Spain, seven weeks, 42 participants). This course was organized jointly by the Ibero-American Co-operation Institute and ECLAC/ILPES. The course/seminars held in Barcelona (with the collaboration of the Barcelona Information and Documentation Centre (CIDOB)) and in Seville (with the co-operation of the School of Spanish-American Studies) also fall within this context.

13. Collaboration with other post-graduate activities: ILPES continued to collaborate in post-graduate training (in several cases at the Master's or Doctorate level) on subjects relating to development planning.

- a) Master's Degree in Social Studies in Population - Santiago, Chile. In this programme, which is organized regularly by the Latin American Demographic Centre (CELADE), the ILPES professors taught the subjects "Regional Planning", "Development Planning" and "The Latin American External Debt".
- b) Post-graduate Course on Rural Regional Development Planning - Rehovot, Israel. In this activity, conducted by the Rural-Urban Regional Study Center (CERUR), ILPES taught the subject "Regional Development in Latin America. Experiences and Prospects".
- c) Post-Graduate Course in Development Sciences - La Paz, Bolivia. ILPES co-operated with the Universidad Mayor de San Andrés by teaching the subject "Regional Planning".
- d) Doctorate Course on Problems and Prospects in Latin American National Integration - Madrid, Spain. In this course, which was organized by the Ibero-American Co-operation Institute (ICI) and the Universidad Complutense of Madrid, ILPES was responsible for the discussion on "Uneven Growth in Latin America".

14. Seminars and Training Workshops: In 1986 ILPES organized a seminar on Regional Development and Policy Formulation jointly with the Universidad Nacional de San Juan in San Juan, Argentina (one week, 100 participants). In addition, ILPES officials collaborated in seminars and workshops organized by other institutions on: Regional Development Policies - Rionegro, Colombia, (one week), organized by the Rionegro-Nare Regional Autonomous Corporation (CORNARE), ILPES/ECLAC and UNDP; Latin America's Place in the World Economy - La Paz, Bolivia, organized by the Latin American Faculty of Social Sciences (FLACSO), with financing by JUNAC; Human Settlements and the Environment,

Santiago, Chile; and Analyses and Economic Projections of Foreign Trade and External Financing - Santiago, Chile, Course/Workshop organized by the Inter-American Statistical Training Centre (OAS).

15. Expert seminars: ILPES participated in particular in the following events:

- a) Seminar for Trainers in the Development Bank - Fortaleza, Brazil, organized by the EDI/World Bank, ALIDE and the Banco do Nordeste do Brasil.
- b) Regional Seminar on Evaluation and Methodology - São Paulo, Brazil, organized by FIPE/USP, IPEA/SEPLAN and IDB; ILPES presented an analysis of a survey on the evolution of spatial dynamics in Colombia.
- c) Fourth Exchange Seminar of the Inter-American Institute for Agricultural Sciences (IICA)/PROPLAN on Management of the Agricultural Development Process in the Context of the Present Crisis - San José, Costa Rica, organized by IICA and PROPLAN. ILPES' participation took the form of a presentation on "Planning and Co-ordination of Public Policies in Latin America".
- d) International Seminar on the State and Planning - Brasilia, Brazil, organized by CENDEC/SEPLAN; ILPES presented a paper on "The State, decision-making processes and planning in Latin America".
- e) Seminar on Adjustment Policies and External Finance - Washington, D.C., United States. This seminar was organized by the EDI/World Bank and was attended by an ILPES official who collaborated with the National Economic Management Division of the Economic Development Institute in conducting the seminar.
- f) Seminar on Design Issues in Policy Seminars - Washington, D.C., United States, organized by the World Bank.
- g) Seminar/Workshop on the Integration of Science and Technology in Development Planning in Uruguay - Montevideo, Uruguay, organized by the Office of Planning and Budget and ROSTLAC/UNESCO; ILPES participated by giving lectures on the topics "Economic and Social Development: Problems and Prospects" and "The State, Planning and Development Strategies".

### 3. Directorate of Research Programmes (DRP)

16. Research was carried out on macroeconomic planning and a study was prepared on the repercussions of the new international role of the region's economies on planning. Some of the support documents for the SCOPALC conferences were also drafted. Bearing in mind the agenda adopted for the Fifth Conference held in Mexico in April 1985, a number of studies were prepared on the impact of the crisis on the development of the countries and its effects on the planning and implementation of public policies in the region during the period 1982-1984. Also in this connection, a series of



country monographs was prepared (with support from the national planning bodies) on the cases of Argentina, Brazil, Colombia, Chile, Peru, Ecuador, Central America, Panama and the English-speaking Caribbean countries.

17. In the research on planning, an effort was made to enhance the countries' capacity to formulate alternative development programmes in order to reactivate their economies, increase productive employment, reduce the levels of critical poverty and bring down inflation, bearing in mind the external restrictions. During the first stage, the work was based on individual country cases, for which purpose co-operation activities with the national planning agencies were carried out as follows:

- a) in Brazil, the formulation of a macroeconomic model for harmonizing goals and policies was started in collaboration with IPEA/SEPLAN;
- b) in Paraguay, the preparation of a short-term model including a more detailed monetary and financial sector was begun;
- c) lastly, in Venezuela the preparation of a macroeconomic model for the country was embarked upon jointly with CORDIPLAN.

18. With respect to international economic forecasts which are important for planning, a minimum data base was established, including forecasts made by other international agencies. This line of work was particularly affected by the resource constraints. Finally, a seminar was held on "Macroeconomic Models as Applied to Planning", in which ECLAC, JUNAC and PREALC also participated.

#### C. TECHNICAL UNITS, SPECIFIC PROJECTS AND SUBREGIONAL OFFICES

19. Social Programmes and Policies: Activities under this heading were centered on the social impact of the crisis and the concern to achieve a more satisfactory pace of social development. In this context, two lines of work have been selected in an attempt to integrate complementary approaches: on the one hand, the analysis of social programmes and policies at the level of the various sectors (health, education, etc.) which deal with or are responsible for the institutional mechanisms for their formulation and execution, and on the other hand, the study of ways of co-ordinating the various sectoral policies, with emphasis on their effectiveness in meeting the needs of the major social groups and on social participation mechanisms. In addition, with regard to sectoral social policies, ILPES and the Pan-American Health Organization continued to work together on a project to study health planning and its intersectoral integration. As part of this project, national research teams were formed and they have prepared studies on problem situations in each country (Brazil, Peru and Venezuela). Other activities deserving mention are the following:

- a) support was provided to national planning agencies (Costa Rica and Uruguay) in respect of planning and social policies, with emphasis on intersectoral integration. The subject of social policy within each



country was also studied in response to specific requests by some countries (Ecuador and Chile);

- b) first contacts were made with the Centre for Social Policies in Developing Countries of Columbia University (New York, United States), to prepare a project on regional differences in the implementation of social policies. Negotiations are also taking place with two European countries (Italy and the Netherlands) on new joint projects on the evaluation of social policies and measures to increase their efficiency;
- c) finally, the Social Programmes and Policies Unit prepared several documents on social policy, educational policy and on youth, which were presented at expert meetings in Mexico, Chile and Colombia. In 1986, it was also decided that some of ILPES' books on social issues which are currently out of print should be reprinted. In both years, the Unit collaborated very closely in other training and advisory assistance activities.

20. Regional Planning and Policies: In keeping with the recommendations of its member countries, ILPES pursued activities on three substantive topics:

- a) With respect to the territorial impact of economic policy, a survey was carried out entitled "Región del Bío-Bío: Veinte años de políticas regionales", in which a model was developed for evaluating the regional policies pursued in this region of Chile and preparations were begun for an international workshop on regional policies for industrial development to be held jointly with the ECLAC Buenos Aires Office.
- b) In the field of territorial decentralization, the topic of relations between the State and the regions continued to be studied and a document entitled "Los procesos de descentralización y de desarrollo regional: alcances y dificultades en el escenario actual de América Latina" was produced.
- c) With respect to regional planning methodology, in 1986 the book "Política económica y economía política del desarrollo regional" was completed. This book seeks to update the existing knowledge on regional development planning transmitted through ILPES courses.

21. Special Project on Strategic Planning: ILPES initiated a special project with UNDP for which it recruited a high-level expert who participated in several activities concerning strategic planning in Venezuela, Mexico, El Salvador, the United States and at ILPES headquarters. Mention may be made in this connection of the following activities:

- a) Collaboration with UNDP/New York in evaluating the technical co-operation programmes in the Central American Isthmus.
- b) Support for CORDIPLAN and the Ministry of Transport and Communications of Venezuela in matters involving situational planning.

- c) Collaboration with PAHO in courses and seminars on strategic planning.
- d) Preparation of texts on situational planning.
- e) In the context of the project, a detailed proposal was drafted for launching an advanced-level programme of higher studies in the sciences and techniques of government, in order to train high-level planning staff and give them a broader view of the social and political development processes. The programme (which has been provisionally named ESCOLAG) is based on the conviction that if the public sector and methods of government administration are to be modernized, highly-trained specialized staff will be needed.

22. IIPES Office for the Caribbean: IIPES has succeeded in creating a more active presence in and learning more about the Caribbean through direct contacts with the governments and institutions of this subregion. Here, mention should be made of the support received from the ECLAC Subregional Headquarters for the Caribbean and from the offices of the UNDP Resident Representatives. The activities carried out include:

- a) A mission of three experts to nine English-speaking Caribbean countries in order to identify --in consultation with the national authorities, international bodies and subregional agencies-- the priority problems of those countries as they relate to the work plan of the Unit; 98 senior officials from the public, private and academic sectors and from subregional agencies were interviewed for this purpose.
- b) In Belize, co-operation was provided to the Economic Development Office in the establishment of a National Projects Bank, with support from UNDP and the World Bank.
- c) In Barbados, support was given to the Ministry of Finance and Planning in drawing up a macroeconomic model.
- d) In Guyana, the Unit participated in the design of a technical assistance project which includes advisory assistance and training activities.
- e) With regard to training, mention should be made of the Unit's participation in the "International Workshop on Island Economies, North-South Relations and Transfer of Technologies" held in Fort-de-France, Martinique, at which it presented a paper. It also participated in the seminar/workshop on "Agricultural Planning System in the Caribbean Countries" (Port of Spain, Trinidad and Tobago).
- f) In the field of research, the Unit prepared a paper entitled "Towards a new approach to planning in the Caribbean" and another on "Current aspects of international investment, with particular reference to the Caribbean".

- g) With regard to horizontal co-operation, a project was prepared on "Development and co-operation between the Caribbean and Latin America", which was supported by the Institute of International Relations of the University of the West Indies.
- h) Basic material was also collected for the publication of the first issue of the Caribbean Planning Bulletin, in its new phase.
- i) Finally, the Unit carried out a number of co-ordination measures jointly with other international and subregional agencies. Thus, working meetings were held with officials of the World Bank, IDB and OAS, with UNESCO and UNDP, and with the Inter-Agency Regional Mission (IARM), CARICOM and CDB.

23. ILPES Office for Central America and the Caribbean: In fulfilment of specific mandates, ILPES submitted to the Ninth Meeting of the Technical Subcommittee (Lima, December 1986), its latest report on the decentralization of its activities in the Central American Isthmus and informed the meeting that the Government of Costa Rica had officially expressed its interest in offering San José as the location for the new Office. The representatives of all the governments present approved this initiative, which required to be ratified by the Seventh Meeting of the Technical Committee in Havana in March 1987. Progress was also made in reaching a common understanding that the Office's activities should be conducted on the basis of a financing scheme funded from four sources: i) resources from the ILPES regular budget; ii) new and specific financing (in cash and in kind) by the host country; iii) the rechanneling to the Isthmus of the maximum possible proportion of the government contributions made to ILPES by the countries of that subregion; and iv) resources received from specific projects being executed with international bilateral and multilateral technical and financial co-operation agencies. In order to secure supplementary support, it was recognized that the Office must carry out its activities in proper co-ordination with the public bodies involved in the planning and the administration of national economies, with non-governmental and private agencies in the subregion, with the ECLAC Subregional Office in Mexico, and with the ECLAC Subregional Headquarters for the Caribbean in Trinidad and Tobago. Lastly, it was agreed that the new Office should be placed under the Office of the Director-General at ILPES headquarters. The Director-General of the Institute will delegate the responsibility for local harmonization and supervision to the Director of the new Office and will ensure close co-ordination with the activities of the ECLAC system.

## Annex 3

## ILPES: PROGRESS REPORT FOR 1987

## A. GENERAL ACTIVITIES PERFORMED BY THE INSTITUTE

1. In 1987 the Institute continued its work in advisory services and training; it embarked upon the many activities involved in Project UNDP/ILPES RLA/86/029 and put the new technical structure into operation in accordance with a decision adopted at the final meeting of the seventh session of the Regional Council for Planning held in March 1987. The main text of this document and annex 1 to it contain a report on what has been accomplished during 1987. There follows a summary of the activities carried out in each of the main technical areas covered by the Institute. It should be noted that the activities carried out under project RLA/029 are covered in a separate document distributed by UNDP.

## B. TRAINING PROGRAMMES (DIRECTORATE OF TRAINING PROGRAMMES) (1987)

2. During 1987 the Directorate of Training Programmes pursued its efforts to update and remodel the content of its activities and teaching techniques, trying, to the extent that the resources and opportunities available to it permitted, to respond in a timely and effective manner, to the new demands for training in the region. In the twenty-eighth International Course, this was reflected in documented and updated follow-up on international and regional economic developments and on national debates concerning development and public policy options in the region. This effort has benefited from the close contact maintained with the work of ECLAC and from the participation of government officials as teachers in the course. This new approach has also been shown in the teaching techniques, which include the systematic incorporation of the use of personal computers for carrying out the practical work connected with the fields of study. This step, together with the effort made to help the participants familiarize themselves with advanced diagnostic techniques and techniques used in the construction of models, has given the course greater depth in statistical and econometric analysis and quantified management of various economic policy options.

3. In 1987, in addition to the international course held at headquarters, 13 special advanced courses and seminars were held, seven of them at

international level. These activities are notable for their concern to cover the debate on development strategies and policies, regional planning and the territorial impact of development and public sector management and investment financing. With regard to new topics, the 1987 curriculum provided for such subjects as environment and development, planning of science and technology and incorporation of women in the development process. The training department also collaborated in seminars and teaching activities sponsored by a number of countries and by other United Nations bodies. There follows a description of the main activities of the Directorate of Training Programmes, which are also summarized in table 1.

a) Advanced and special courses

- i) Twenty-eighth International Course on Development, Planning and Public Policies. This course was organized by ILPES with help from ECLAC, UNDP, CELADE, PREALC and other United Nations bodies and with a contribution from the Government of the Netherlands. It was held for 22 weeks --from 26 July to 27 November-- in the United Nations building at Santiago, Chile. Participants included 51 professionals from 17 Latin American and Caribbean countries and Spain.
- ii) First Course on Regional Development Planning. This course was organized by the University of the Republic of Uruguay and by ILPES, with support from the Office of Planning and Budget in the Office of the President of the Republic of Uruguay and from UNDP, in collaboration with the Universidad Nacional de Entre Ríos, the Salto Grande Mixed Technical Commission and the Institute for the Integration of Latin America (INTAL), under the auspices of the Municipal Intendance of Salto. It was held for six weeks --10 August to 18 September--, and took place at Salto, Uruguay. Its participants included 32 professionals from Uruguay and Argentina in addition to two representatives each from Spain and Peru.
- iii) Eighth Course on the development process and problems relating to development in Latin America. This course was organized by ILPES and the Ibero-American Co-operation Institute with ECLAC assistance. It was held for seven weeks --from 19 October to 4 December-- at the headquarters of the Institute at Madrid. The participants included 45 educators and professionals from the public and private sectors of Spain and other countries in the European Economic Community. In addition, a five week course with 26 participants was held at Barcelona and a five week course with 90 participants, at Seville.

b) Training seminars and workshops

- i) Course-workshop on women, development and planning in the Andean Subregion organized by ILPES, the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW) and the Ecuadorian Institute for Research on and Training of Women, with help from ECLAC and CELADE. The course was held at Quito, Ecuador, for a period of two weeks --from 16 to 27 November.

Participants included 30 Ecuadorian professionals as well as 10 scholars from Bolivia, Colombia, Chile, Ecuador, Peru and Venezuela.

- ii) Seminar on investment programming and financing organized by ILPES and the Central American Bank of Economic Integration (CABEI) with help from SELA, CEMLA and CIENES. It was held for one week --from 26 to 30 October-- in Tegucigalpa, Honduras, and its participants included 25 members of the professional staff of planning and projects agencies from Central America and Panama.
- iii) Advanced seminar-workshop on regional planning organized by ILPES and the National University at Río Cuarto, through the intermediary of its Economic Sciences Faculty, and supported by the National Planning Department, the Regional Development Department and UNDP. It was held at Río Cuarto, Argentina, for a period of two weeks --from 22 June to 3 July--, and its participants included 55 professionals from 15 Argentine provinces.
- iv) Seminar on alternative development strategies organized by ILPES and the National University at Rosario, through the intermediary of the Research and Technical Assistance Department of the Faculty of Architecture and Planning, the School of Economics in the Political Sciences and International Relations Faculty, with help from ECLAC and support from the National Planning Department. It was held at Rosario, Argentina for a period of one week --from 5 to 9 October--, and its participants included close to 140 professionals from Santa Fe and other provinces in Argentina.
- v) Seminar on alternative strategies in Latin America organized by ILPES, FLACSO, ILDIS and the University of San Andrés (Post-graduate Programme) with financial support from UNDP. It was held at La Paz, Bolivia, for a period of one week --6 to 10 April--, and its participants included 35 Bolivian professionals.
- vi) Second Seminar-workshop on science and technology planning in the Caribbean organized by the ILPES and ECLAC Offices in the Caribbean, UNESCO/ROSTLAC and QAS, which worked through its Regional Programme for Scientific and Technological Development, with help from the Permanent Secretariat of the Ministry of Planning and Finance. It was held at Bridgetown, Barbados, for a period of one week --from 13 to 17 July--, and its participants included 36 professionals from English-speaking Caribbean countries.
- vii) Seminar on public sector management organized by ILPES, the World Bank and the Caribbean Development Bank (CDB). This seminar was held at Bridgetown, Barbados, for a period of two weeks --from 26 October to 6 November-- and its participants included 25 professionals from English-speaking Caribbean countries.

c) Co-operation in post-graduate and university activities

4. In 1987, ILPES continued to co-operate in post-graduate and university activities regarding matters related to development planning. This co-operation took a number of forms and had varying degrees of intensity. The main activities were as follows:

- i) Master's Degree Programme in Social Studies in Population (Santiago, Chile). A member of the staff of the ILPES Directorate of Training Programmes gave classes on economic development in Latin America in this Master's Degree Programme, which is organized periodically by the Latin American Demographic Centre (CELADE).
- ii) Post-graduate course on rural development planning at regional level (Rejovot, Israel). In this course ILPES worked through an advisor, who gave the course entitled "Regional development in Latin America: Experiences and prospects". This course is held periodically by the Settlement Study Center, partially in Rejovot, Israel, and partially in a Latin American country.
- iii) Master's Degree Programme in Human Settlements and Environment (Santiago, Chile). Participation by the Directorate of Training Programmes consisted in three members of its staff's teaching classes in this programme organized by the Institute of Urban Studies of the Catholic University of Chile in October and November.
- iv) Faculty of Geography and History, University of Seville. In November, the ILPES Director of Training Programmes delivered a lecture on unequal territorial accumulation in Latin America to some 300 students attending courses at this faculty.

d) Seminars for experts

5. In addition to its activities in the formal education, the Directorate of Training Programmes has been attaching growing importance to the organization of and participation in seminars for experts since this kind of activity constitutes, at one and the same time, a useful instrument for updating knowledge and an effective means of horizontal co-operation. During 1987, the Directorate organized, in conjunction with UNEP, ECLAC, ILPES the Carl Duisberg Foundation of the Federal Republic of Germany and the Municipality of Buenos Aires, a seminar-workshop on environmental and economic aspects and management of industrial waste, which was held from 8 to 12 September, in Buenos Aires, Argentina, and was participated in by 28 professionals from Argentina, Brazil and Uruguay. In addition, some members of the staff of the Directorate of Training Programmes, participated in the following events:

- i) Seminar on urban research in Latin America organized by the Urban Research Centre of Ecuador and held from 7 to 11 September at Quito, Ecuador. An ILPES staff member presented a report on the topic "Myth and reality of regional and urban planning in the capitalist countries of Latin America".



- ii) Seminar on prospects of the Central American countries in the world economy organized by the RIAL/ECLAC Project and the Ministry of Foreign Relations of Guatemala and held at Guatemala City from 13 to 17 July. A member of the staff of the Directorate of Training Programmes gave five lectures on the topic "Present economic and world situation: Trends and predictable impacts on Latin America: Structural adjustment".
- iii) Study meeting on environmental impact organized by the Carl Duisberg Foundation and held in Berlin (Federal Republic of Germany) from 30 March to 10 April. A member of the staff of the Directorate of Training Programmes delivered a number of lectures, introduced three documents and co-operated in the organization of this activity.
- iv) Workshop on environmental impact and management of water basins organized by the Rionegro-NARE Regional Autonomous Corporation (CORNARE) under an ECLAC/ILPES/CORNARE Technical Assistance Agreement and held from 6 to 10 July. A member of the staff of the ILPES Directorate of Training Programmes participated in this workshop, at which he gave several lectures, spoke in the discussions and reviewed studies presented by the participants.
- v) Seminar on improvement and expansion of household surveys organized by the National Statistical Institute of Chile, ILO, ECLAC and the University of Santiago (Chile) and held on 2 and 3 June.
- vi) Seminar on the Role of Economic Integration in the Economic and Social Development of the Countries of Latin America organized by UNCTAD and the Latin American Institute of the Academy on Sciences of the Union of Soviet Socialist Republics at Moscow from 14 to 23 December. A member of the staff of the ILPES Directorate of Training Programmes participated in this seminar together with representatives of 12 countries of the region and representatives of CABEI, ALADI, JUNAC and SIECA.
- vii) Seminar on the world economy and Latin American development: Problems and prospects organized by SELA and held at Caracas from 4 to 8 May. A member of the staff of the ILPES Directorate of Training Programmes participated in this seminar at the invitation of SELA.
- viii) Seminar/working meeting on international economic relations organized by the RIAL Project with the assistance of ECLAC, CIEPLAN, FLACSO, SELA and the Federal University of Rio de Janeiro. A representative of the ILPES Directorate of Training Programmes took part in the debates.
- ix) Meeting of regional institutions working with energy problems organized by the Latin American Energy Organization (OLADE). A member of the staff of the Directorate of Training Programmes participated as a guest.

e) Interagency co-operation

6. The Directorate of Training Programmes kept in contact with various national and international bodies for purposes of establishing or maintaining interagency co-operation programmes in training activities. This effort resulted in agreements with the following institutions:

- i) Settlement Study Center (Israel). ILPES and the Settlement Study Center continued to co-operate in training activities, including in an exchange of teachers for international and national courses and in the joint organization of training activities. In this context, ILPES contributed to the Center's main course (see subparagraph ii) of paragraph c) above). Mr. Shalom Zamir, Director of Training and International Co-operation at the Center, visited ILPES and taught the subject "Organization of rural space" in the regional planning stream of the twenty-eighth ILPES International Course; while in Santiago, Mr. Zamir participated in meetings in which agreements were drawn up to continue with interagency co-operation during 1988.
- ii) Andean Development Corporation (CAF). It was agreed to continue this interagency co-operation by holding of the third course on planning and environment at La Paz, Bolivia, during the first half of 1988, in connection with which CAF will make a large financial contribution.
- iii) Government of Italy. The Directorate of Training Programmes prepared a first draft on financial co-operation for submission to the Government of Italy through the ECLAC Division of Operations. This project is aimed at obtaining financing for scholarships for the Institute's central course and initiating a programme for technical exchange with institutions in Italy. The Directorate also established contact with a number of Italian institutions engaged in training in connection with development and public policies with a view to their possible inclusion in the above-mentioned co-operation agreement with the Government of Italy.
- iv) Ibero-American Co-operation Institute (ICI, Spain). The ICI/ILPES Joint Programme continued with the holding of courses in Madrid, Barcelona and Seville, as described above; in addition, ICI sent two Spanish nationals to participate in the twenty-eighth International Course and a teacher to assist with the regional stream of that course.
- v) International Institute for Public Administration (IIAP, France). Work continued on the implementation of the programme of activities with IIAP under the technical co-operation agreement with the Government of France, the following activities being carried out: i) visit to ILPES headquarters by Mr. Gérard Winter, Deputy Director of IIAP, on which occasion the progress made in the execution of the agreement was analysed, the following phase of the programme was studied and agreed upon and an aide mémoire detailing future activities was drawn up; ii) specialized studies carried out by three graduates of ILPES in short-term IIAP courses held in Paris; iii) IIAP teaching support in the twenty-eighth Course in the form of assistance from one teacher

who delivered lectures on decentralization and another who took responsibility for classes on the French experience in economic forecasting; iv) visit by the ILPES Director of Training to IIAP headquarters in Paris, at which time the progress made under the programme for 1986 was reviewed and the central concerns of the programme of activities for 1988 were agreed upon.

- vi) United Nations International Research and Training Institute for the Advancement of Women (INSTRAW). Co-operation between ILPES and INSTRAW continued with the holding of the course described in subparagraph i) of paragraph a), above; new contacts were made and conversations were held with the Director of the Institute concerning possible activities in 1988.
- vii) Institute of Social Studies (ISS, the Netherlands). In December the ILPES Director of Training Programmes visited ISS headquarters at The Hague and helped to draw up a new interagency agreement built around research concentrating on the urban informal sector, the findings of which will, in due course, be submitted to the Government of the Netherlands for its consideration.
- viii) Ministry of Foreign Trade (Nicaragua). A member of the staff of the Directorate of Training Programmes worked with the Ministry of Foreign Trade of Nicaragua in teaching five classes on international economic relations in a course on international trade organized in conjunction with UNCTAD and the Ibero-American Co-operation Institute.
- ix) Latin American Energy Organization (OLADE). During the meeting of regional institutions working with energy problems, OLADE requested support from ILPES in carrying out joint training activities in the area of energy planning. This co-operation programme is now under consideration.
- x) Section for Studies in the Region (DFO/SO, the Netherlands). During his mission to the Netherlands, the Director of Training Programmes approached the Section for Studies in the Region (International Co-operation Department of the Ministry for Foreign Affairs of the Netherlands) for the purpose of reporting on the progress made in connection with ILPES training activities carried out with financial assistance provided by the Netherlands and also of exchanging ideas on the possibility of obtaining financial support for new ILPES training activities; in connection with those new programmes, it was suggested that a projection of courses for the Central American area should be presented as soon as possible through the new ILPES Office for Central America and Panama located at San José, Costa Rica.
- xi) UNESCO/ROSTIAC (Montevideo). Contacts were maintained with the intention of considering new types of interagency co-operation in the field of scientific and technological planning; in this context, it was decided to work together in 1988 in holding the third Seminar on science and technology planning, for which San José, Costa Rica, was selected, in principle, as the venue.

- xii) UNICEF. It was agreed that the UNICEF Office in Colombia would assist in the organization of the planning and social policy courses which ILPES has decided to hold in conjunction with Project RLA/86/004 on critical poverty.
- xiii) Ibero-American Post-Graduate University (Universidad Iberoamericana de Postgrado (UIP)). The ILPES Director of Training Programmes took part in the first meeting of the UIP University Council held at San Juan, Puerto Rico, at which the statutes of the university were adopted and its authorities elected. ILPES is a member of this council through which UIP has recognized the post-graduate status of the central course offered by ILPES.
- xiv) National University at Río Cuarto (Río Cuarto, Argentina). The activity described in subparagraph iii) of paragraph b), above, was carried out with the support and under the auspices of the Planning Department of the Argentine Republic and the participation of a large number of professionals from most of the provinces in the country. Plans have been made to continue co-operating with this university during 1988.
- xv) National University at Rosario (Rosario, Argentina). A co-operation programme has been established with this large university in the Argentine Republic and was initiated by holding the seminar described in subparagraph iv) of paragraph b), above, which surpassed the expectations of the organizers in that more than 150 professionals from various provinces in country participated in it. It has been planned that the programme, which already enjoys the support of the Planning Department of Argentina, during 1988, will continue.
- xvi) University of the Eastern Republic of Uruguay (Salto, Uruguay). The ILPES Directorate of Training Programmes concretized its co-operation with this university by holding the course described in subparagraph iii) of paragraph a), above; after the course had ended and been evaluated, it was agreed to continue working with the university by holding a further course at the border town of Rivera during 1988.

#### C. ADVISORY SERVICES PROGRAMMES (1987)

7. ILPES technical assistance services continued in 1987, most of them concentrating on macroeconomic management and the management of economic and social policies and on projects systems and the programming of investments. The work begun in 1986 (Belize; state of Bahía, Brazil; Costa Rica; Ecuador; Paraguay and the Dominican Republic) was continued or consolidated, and new activities were undertaken in Bolivia, the British Virgin Islands, Chile, Guatemala, Guyana, Nicaragua and Trinidad and Tobago. Details on these activities are given below and are summarized in a table presented by country (see table 2):

- a) In Belize co-operation continued with the Office of Economic Development, in co-ordination with the ILPES Office for the Caribbean

and with UNDP, with a view to establishing an investment projects bank under the public sector investments programme in the five-year development plan (1985-1989). Work was carried out on the methodological aspects of data collection, analysis and the dissemination of findings within the projects cycle based on computer systems.

- b) In Brazil (state of Bahia), the Technical Co-operation Agreement signed by ILPES and the Department of Planning, Science and Technology (SEPLAN/TEC) of the state of Bahia was renewed. The regional accounts system continued to be strengthened by improving the data recovery process and expanding the existing base. Activities included the completion of the industrial statistics project, the updating of the calculation of gross domestic product to 1986, the review and calculation of government activities and the completion of the first estimates of government functions. In addition, improvements continued to be made in connection with the preparation of short-term indicators.

Discussions were also initiated between ILPES and IBGE/CEI concerning reciprocal co-operation in connection with regional accounts.

- c) In Bolivia, work was done in co-operation with the Ministry of Planning and Co-ordination and the Emergency Social Welfare Fund in the Office of the President of the Republic in the organization of the Fund and in the formulation and implementation of the Emergency Social Welfare Programme for 1987. Support was also provided to the Ministry of Planning and Co-ordination in the evaluation and adaptation of the economic policy under the ECLAC/ILPES/UDAPE agreement and in the formulation of the development strategy.
- d) In Costa Rica, work was carried out in co-operation with the Ministry of Planning and Economic Policy on the formulation and initiation of the economic democratization and social consolidation project, with financing from UNDP.
- e) In Chile, horizontal co-operation activities were co-ordinated with Bolivia, Ecuador and Belize within the framework of project CHI/84/001. The first two such activities, which concern the national assistance and development system, were carried out jointly by the Ministry of Foreign Relations, ODEPLAN, the Regional Development Department, the Social Development Department, the National Employment Department, the Metropolitan Intendance of Chile, the Emergency Social Welfare Fund of Bolivia and the Ministry of Social Welfare of Ecuador. The third activity, carried out with the Office of Economic Development of Belize, was aimed at demonstrating the organization of and the methods and techniques employed in the computerized projects system, of which the projects bank is one component.
- f) In Ecuador, work was done in co-operation with the National Development Council in the implementation of technical co-operation, with support from IDB and the Department of Technical Co-operation for Development. On the one hand, the studies on planning and local

development were intensified through the use of an integral approach to problems at the municipal level. On the other hand, in the field of rural development, mechanisms permitting the public and private resources allocated to the rural sector to be used more rationally were consolidated. In particular, improvements were effected with regard to administrative capacity, the contracting of works and the execution and financial management of central and regional institutions active in the sector with a view to accelerating their development. Support also continued for the implementation of project DRI Sur de Loja.

- g) In Guatemala, the SEGEPLAN/ILPES Technical Co-operation Project financed by IDB under agreement ATN/SF-2562-GU, aimed at the technical and institutional strengthening of national planning and projects systems, was put into operation. Progress was made in connection with co-operation in the preparation of methodologies for the formulation and evaluation of public investment projects and in the preparation of a preliminary computerized inventory of projects for the analysis of public investment. In addition, an ECLAC/ILPES/UNDP mission was carried out in co-operation with the Ministry of Public Finance for the purpose of evaluating the economic and financial programme of the public sector, within the context of the government plan.
- h) In Guyana, a number of support missions to the National Planning Department were carried out in order to prepare a project financed by UNDP and IDB for the purpose of institutionalizing a projects bank which would include a national computerized follow-up system. To put this initiative into force, a seminar was held on the characteristics of projects banks and their use in investment planning.
- i) In the British Virgin Islands, a mission was organized in co-operation with the Caribbean Development Bank for the purpose of preparing a proposal concerning a new definition of the functions, responsibilities and tasks of the Planning Unit in order to make it more efficient.
- j) In Paraguay co-operation continued with the Technical Planning Department in the execution of IDB Technical Co-operation Subprogramme III (ATN/SF-2585-DR) in the area of quantitative global, sectoral, compatibilization and fiscal-budgetary-programming-projections models. To supplement the IDB contribution to the execution of this subprogramme, UNDP allocated funds to support the Technical Planning Department in the installation of national models and a system of short-term indicators.
- k) In Peru horizontal co-operation between Peru's programme in support of temporary admission and the Emergency Social Welfare Fund of Bolivia was co-ordinated for purposes of analysing their experience in labour-intensive projects.
- l) In the Dominican Republic the work carried out during 1986 under the ONAPIAN/ILPES project financed by IDB in accordance with Agreement NAT/SF-2585-DR was continued. This work is aimed primarily at the



technical and institutional strengthening of national planning and project systems. A national computerized projects inventory with the relevant designs and computer manuals was prepared, on the basis of which the 1987-1990 Public Investments Programme, which will be reviewed and reprogrammed early in 1988, was formulated.

- m) In Trinidad and Tobago, a seminar was held on the country's planning process, its obstacles and options.

#### D. PUBLIC SECTOR PLANNING/AREA OF PUBLIC SECTOR PLANNING (1987)

8. With regard to public sector planning and programming, during 1987 priority was given to the study of co-ordination between planning and public management, on the basis of approaches and methodologies recently adopted in both disciplines, while at the same time modalities associated with institutional development were explored. To that end, authorities and government officials in both areas met with a twofold objective: to review national efforts to achieve more effective harmonization and, on the basis of those efforts, to determine areas of public policy where co-ordination of planning and management was most needed. With these objectives and in association with the Latin American Centre for Development Administration (CLAD) and the Economic Sciences Faculty of the University of Buenos Aires, the First Latin American Meeting on Planning and Public Management: Democracy versus the efficient State was organized and held at Buenos Aires, Argentina, from 23 to 26 September. Participants in this meeting, which was held under the auspices of the Office of the President of the Argentine Republic through its Planning Department and Social Service Bureau, included authorities and experts from 16 countries of the region. The Area of Public Sector Programming, the Directorate General and the Area of Social Programmes and Policies prepared three of the eight documents considered at the meeting.

9. With regard to mobilization and allotment of resources, priority was given to public financing, including its impact on short-term disequilibria and its implications for medium- and long-term development. To this end, two high-level technical meetings were organized to examine the main problems facing the countries of the region for purposes both of formulating innovative financing schemes which would make it possible to sustain strategies for restoring development and to ensure greater consistency in the public decision-making process. These meetings are described below:

- a) Considering the great experience of the Government of France in this connection, a Franco-Latin American symposium on public finance and development was organized and held in conjunction with IIAP, at which authorities and high-level officials from eight Latin American countries and France were invited to participate. The symposium was held at Rio de Janeiro, Brazil, from 16 to 18 November under the auspices of the Federal University of Rio de Janeiro and the Economic and Social Development Bank and received assistance from the ECLAC Office at Brasilia and from UNDP. The Area of Public Sector Programming co-ordinated the preparation of two background documents and five reports for this event.



- b) Bearing in mind the special characteristics of the English-speaking Caribbean countries in terms of the programme of work of the major UNDP/ILPES project, the Area of Public Sector Programming, in association with the Economic Development Institute (EDI) of the World Bank and the Caribbean Development Bank (CDB), organized and led a technical meeting for the Permanent Secretaries of Planning and Finance of the governments of 16 countries in the Caribbean subregion. The meeting, which was entitled "Towards self-reliant growth: Raising public savings", was held in Barbados from 22 to 24 April and was also attended by the authorities of a number of subregional bodies, including CARICOM, the Eastern Caribbean Central Bank and the Organization of Eastern Caribbean States. The exchange of experiences focused on the consideration of those problems which determine the structure of public income and expenditure and on the viability of different policies aimed at increasing public sector savings. The Area of Public Sector Programming, together with EDI and CDB, was also responsible for organizing and directing the course on economic analysis and public policy formulation held in Barbados from 26 October to 6 November.

10. Activities carried out in 1987 with regard to public enterprises focused on two topics: analysis of the organizational structure for planning activities and management of the public enterprises sector in its relations with the central government and forms of interaction between the public and the private sectors. With regard to the former topic, work was completed on the publication of a joint ILPES/CLAD book on central government-public enterprises relations in Latin America, which contains two background documents, one of them prepared by the Area of the Public Sector Programming, and 10 country studies. With regard to the second topic, the following activities were carried out:

- a) Preparation of the basic report for the International Symposium on the Role of Public Enterprises in Economic and Social Development organized by the Institute of Public Enterprises for Development of Italy, the ILO International Centre for Advanced Technical and Vocational Training (ICAT) located at Turin and the Government of Argentina and was held at Buenos Aires from 4 to 6 May.
- b) Organization, in association with CLAD, of a meeting of governmental experts on crisis, State intervention and policies for the public enterprises sector. This meeting, which had been scheduled for 1987, was postponed to the first half of 1988.
- c) Preparation, at the request of the Institute of Public Enterprises for Development based in Italy, of a research project on efficiency and operational capacity of public enterprises in Latin America and the relationship between the public and the private sectors. This research design takes three substantive topics into account: i) interaction between the public and the private sectors, ii) new developments in central government-public enterprises relations and iii) the role of the public enterprises sector in technological development. The research will be carried out initially in Argentina,

Brazil and Uruguay. The proposal has been submitted to the Institute of Public Enterprises for Development for its consideration with a view to its submission to the Government of Italy together with a request for financing.

#### E. SOCIAL PROGRAMMES AND POLICIES/AREA OF SOCIAL PROGRAMMES AND POLICIES (1987)

11. In 1987, the Area of Social Programmes and Policies followed a programme of work in which research undertaken previously was continued and several new topics were also incorporated. Basically, this programme includes the following activities:

- a) Research on evaluation of social projects in conjunction with the Inter-American Centre for Social Development (CIDES). In this connection, the Area of Social Programmes and Policies held a seminar on evaluation of social policies in Santiago, Chile. Participants included technical experts from Argentina, Chile and Uruguay, who considered experiences in evaluating macro-policies in education, health, nutrition, treatment of minors and promotion of small business.
- b) Revision and updating of the document entitled "El impacto social de la crisis", which ILPES had submitted to the Conference of Ministers and Heads of Planning held in Mexico City in 1985.
- c) Preparation of a document on social policies in the post-crisis period. On the occasion of the seminar on investment programming in the public sector, which ILPES organized in conjunction with the Central American Bank of Economic Integration (CABEI) and which was held at Tegucigalpa, Honduras, from 1 to 3 December, the document referred to, which relates to the concern of ILPES for the impact of the crisis on social affairs and the prospects for overcoming the crisis, was prepared.
- d) Project on the intersectoral dimension of health and development, which is being prepared jointly by ILPES and the Pan-American Health Organization, using national teams in Brazil, Peru and Venezuela, under the supervision and with the support of the Area of Social Programmes and Policies and technical experts from PAHO. In March a working meeting of the Brazilian research teams and technical experts from ILPES and PAHO was held at Brasilia to consider three documents on the progress made on their respective projects.

12. During this period, the Area of Social Programmes and Policies helped to organize the following international and national meetings on topics within its field of specialization:

- a) International Symposium on Aging from the point of view of Development: Multidisciplinary Aspects. This symposium, which was held from 11 to 13 August at Santiago, Chile, was organized jointly by ILPES, CELADE, the Foundation for Prospective Studies, Strategic Planning and High-Level Decision (FUNTURO) of the University of Chile and the Weizmann Scientific Institute of Israel, with help from the Women's International Zionist Organization (WIZO), the Association of Non-Governmental Organizations and the Faculty of Medicine of the Catholic University of Chile under the auspices of the Embassy of Israel. Participants included scientific and technical experts from Argentina, Chile, Israel, Mexico and Uruguay. The objective of the Symposium was to consider the predicament now faced by a number of countries in the Latin American and Caribbean region which are experiencing significant changes in the composition by age group of their population and consequently have to tackle social problems which differ from those which arose in the past.
- b) Senior Policy Seminar on Education Finance. ILPES and the World Bank organized this seminar, which was held in Iguazú, Argentina, with participation by Ministers of Education and representatives of the Ministries of Finance and Planning of Argentina, Brazil, Chile, Colombia and Mexico, who considered the impact of the education budget on structural adjustment policies and policy options with a view to reorienting higher education.
- c) Seminar on public policies. This event which was organized by the Pan-American Health Organization, the Latin American Centre for Development Administration (CLAD) and ILPES, was held at San José, Costa Rica, in March, and its participants included technical experts from a number of countries. On that occasion, the area of social programmes and policies presented a document which will appear in a book to be edited by CLAD containing material obtained from the seminar.
- d) Social sciences and public policies seminar. Organized by SELA, UNESCO and the Latin American Institute of Social Research (ILDIS) under the auspices of ECLAC and ILPES and held at Quito, Ecuador, from 13 to 17 July. ILPES participated and presented the document entitled "Elaboración de planes de gobierno, gestión política y estabilidad institucional en América Latina".
- e) Meeting on analysis of public policies in the context of health and development. This seminar, at which ILPES (Area of Social Programmes and Policies) shared its experience in the analysis of public policies, was held in Mexico City from 21 to 27 April. Participants included representatives of the schools of public health in Brazil, Cuba, Mexico and the United States of America.

13. In addition, some members of the staff of the Area of Social Programmes and Policies participated in a number of international and national meetings dealing with topics related to social policies. In this respect, the participation of the Area and its exposition of its points of view concerning social policies was particularly notable at the following events: the

International Conference on the Financing of Microbusinesses in Latin America organized by the ESQUEL Foundation and Duquesne University at Pittsburgh and the Seminar on Political Reform in Latin America organized by the Political Science Institute at the University of Heidelberg and the Friedrich Ebert Foundation and held at Fortín de Santa Rosa, Uruguay. The Area prepared a document on social policies for this Seminar.

#### F. REGIONAL PLANS AND POLICIES (AREA OF REGIONAL PLANNING AND POLICIES) (1987)

14. During 1987, work was completed on a group of activities of multinational or binational scope in the Area of Regional Planning and Policies. These activities were as follows:

- a) Preparation of the technical document entitled "Notas en torno al desarrollo de regiones fronterizas en América Latina", one of the ILPES support documents at the sixth Conference of Ministers and Heads of Planning of Latin America and the Caribbean held at Havana, Cuba, in March 1987.
- b) Organization of the International Symposium on Planning in Regional Development and Rural Development, in conjunction with Settlements Study Center of Israel and the Department of Planning in the Office of the President of the Argentine Republic. The Symposium was held in Buenos Aires in September 1987, and participants included four educators from the Center, four experts from ILPES, lecturers who were invited to attend and Argentine Government officials. The Area of Regional Planning and Policies introduced the topic on decentralization and regional development processes in the present scenario of Latin America.
- c) Organization of the Symposium on Decentralization and Regional Development attended by teachers from Spain, France and ILPES and by a group of experts who were invited to participate; the Symposium was held at the headquarters of the Institute in November 1987.

15. In 1987, the Area of Regional Planning and Policies worked actively with the ILPES Directorate of Training Programmes in the following training activities:

- a) International Course on Development, Planning and Public Policies, in which the Area of Regional Planning and Policies directed the regional planning stream, was responsible for the administrative co-ordination of that stream and directly assumed the task of teaching the various subjects and seminars;
- b) Course on Regional Planning of the Development of Frontier Areas, held at Salto, Uruguay, for participants from Argentina and Uruguay and scheduled to be held again at Rivera, Uruguay, with participants from Brazil and Uruguay. The Area of Regional Planning and Policies has

helped to design the course and has taken responsibility for teaching the subjects covered.

16. The Area of Regional Planning and Policies also performed tasks in its specific field of action, as detailed below:

- a) Participation in the Seminar on Alternative Development Strategies, held at Rosario in October and in the design and execution of the Advanced Seminar-workshop on Regional Planning, held in June in conjunction with the National University at Río Cuarto.
- b) Working with SUDENE, at its request, on topics related to methodological aspects of regional planning.
- c) Continuation, during the early months of 1987, through the intermediary of an advisor, of the technical assistance provided to CORNARE (Department of Antioquia) under the CORNARE/ECLAC/ILPES/UNDP agreement. Work was performed in the field of information for regional planning.
- d) Co-operation with the Master's Programme in Human Settlements and Environment of the Urban Studies Institute of the Catholic University of Chile. In addition members of the staff of the area of regional planning and policies gave full courses in the Department of Industrial Engineering of the University of Chile and at the National Institute for Vocational Training (INACAP).
- e) Implementation of the research project on the Policy on location of industries in Arica: evaluation of an incomplete case of polarized growth, which will continue in 1988 and will be presented at an international meeting to be held in Buenos Aires that year.

#### G. UNDP/ILPES PROJECT

17. Activities carried out under the UNDP/ILPES project relating to the design and dissemination of new public policy planning and programming techniques (RLA/86/029) began in January 1987. The participation of governments, non-governmental organizations and the private sector in some of these activities, details on which are contained in separate documents, has been decisive. In the first year of the project, support was expressed by 17 member countries. Some of the activities carried out are summarized below (see also section E of this document):

- a) In module I progress was made in the examination of the external context, a step taken prior to tackling the pivotal activities related to the formulation of criteria for evaluating the construction of dynamic comparative advantages in long-term development. New contributions were made to the design of short-term programming techniques, whose rationalization affects the development process when considered in the context of a longer time-frame. Work was also

embarked upon with a view to suggesting new procedures for investment planning in small countries.

- b) In module II ILPES co-operated in the preparation of technical material for the meeting of Ministers and Heads of Planning of the region (March 1987), and support was given to the participation of numerous technical experts in priority topics, such as planning, co-operation, integration, public sector planning, planning and public management, the financing of the public sector and planning and population dynamics. Considerable progress was made in improving the Latin American and Caribbean Planning Information System (INFOPLAN), in conjunction with ECLAC and CLADES. Studies were prepared on concrete planning experiences, and particular importance was attached to the provision of support to governments in strengthening their TCI and TCDC mechanisms. In line with government priorities, work was begun in laying the groundwork for co-operation and the exchange of experiences in planning and social policies.
- c) In module III training programmes adapted to the use of new audiovisual equipment and techniques were designed. One of the courses was attended by 52 public sector professionals from 19 countries.

#### H. INTERGOVERNMENTAL BODIES

18. In 1988 the life of the Institute was marked by intense activity involving the preparation or holding of official intergovernmental meetings of the two bodies which at technical level are responsible for steering ILPES --the Regional Council for Planning and its Presiding Officers and the System of Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean (SCOOPALC), of which the Institute acts as the technical secretariat.

- a) Multilateral forums which direct the Institute. In March 1987 the third meeting of the Regional Council for Planning was held at Havana, Cuba. At this meeting full support was given to the institutional project 1987-1990 and the change in the name of the Technical Committee and the Technical Subcommittee to, respectively, "the Regional Council for Planning" and the "Presiding Officers of the Regional Council for Planning". As suggested by the Institute itself, it was decided that regular sessions of the Conference of Ministers and Heads of Planning would be held every four years (rather than every two years as was previously the case), and the possibility was envisaged of holding special conferences in intervening years on specific subjects. In the final quarter of 1987, ILPES, along with the Governments of Mexico and Venezuela, participated in the organization of the tenth Meeting of the Presiding Officers of the Regional Council for Planning, which, in accordance with an offer made by the Government of Venezuela, will be held at Caracas at the end of March 1988.

- b) Sixth SCOOPALC Conference. Within the System of Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean, the main activity during 1987 was the holding of the sixth Conference of Ministers and Heads of Planning of Latin America and the Caribbean, which took place at Havana, Cuba, from 23 to 26 March 1987 and was organized in conjunction with the Central Planning Board (JUCEPLAN). The host country was elected to preside over SCOOPALC for the next two years. Participants in the conference included the representatives of 28 countries, seven of them outside the region, and eight delegations were headed by their Ministers of Planning. Twenty-six international bodies were also represented, a number of them by their Directors. The main item considered at the meeting was planning, co-operation and integration, and emphasis was placed on the role of planning bodies in the development of regional co-operation. At the end of the conference, unanimous approval was given to the offer made by the Government of Uruguay to host the seventh Conference at Montevideo in 1989 and to that made by the Government of Spain to host the eighth Conference (already designated a special conference) at Madrid in 1992 as part of the celebration of the five hundredth anniversary of the discovery of America. Conversations relating to the preparation of these events have already been initiated with both governments.



Table 1

## ILPES: TRAINING ACTIVITIES IN 1987 (DIRECTORATE OF TRAINING PROGRAMMES)

Activity	Organization	Duration (weeks)	Dates	Venue	No. of particip.	Coverage
<b>A. TRAINING COURSES, SEMINARS AND WORKSHOPS</b>						
<b>a) International</b>						
1. Twenty-eighth International Course on Development, Planning and Public Policies	ILPES, with the collaboration of ECLAC, UNDP, CELADE, PREALC and other United Nations agencies and financial support from the Netherlands	22	26 June to 27 November	Santiago, Chile	51	The whole region
2. First Course on Regional Development Planning	ILPES; University of Uruguay; Planning and Budget Office; UNDP; National University of Entre Rios; INTAL; Mixed Technical Commission, Salto Grande; Municipal Intendance, Salto	6	10 August to 18 September	Salto, Uruguay	32	Uruguay and Argentina
3. Eighth Course on Development Process and Problems in Latin America	ILPES/ICI, with the collaboration of ECLAC	7	19 October to 4 December	Madrid, Spain	45	Spain and EEC
4. Course-workshop on women, development and planning in the Andes	ILPES/INSTRAM/IECAIM, with the collaboration of ECLAC/CELADE	2	16 to 27 November	Quito, Ecuador	40	Andean subregion
5. Seminar on Investment Planning and Financing	ILPES and CABEI, with the collaboration of SELA, CEMLA and CIENES	1	26 to 30 October	Tegucigalpa, Honduras	25	Central America and Panama
6. Second Seminar-Workshop on Science and Technology Planning in the Caribbean	ILPES, ECLAC Office in the Caribbean, UNESCO, ROSTLAC and OAS, with the collaboration of the Permanent Secretariat of the Ministry of Planning and Finance	1	13 to 17 July	Bridgetown, Barbados	36	English-speaking Caribbean

Table 1 (cont. 1)

Activity	Organization	Duration (weeks)	Dates	Venue	No. of particip.	Coverage
7. Seminar on Public Sector Management	ILPES, World Bank, CDB	2		Bridgetown, Barbados	25	English-speaking Caribbean
b) National						
1. Advanced Seminar-workshop on Regional Planning	ILPES, UNDP, National University at Rfo Cuarto, Planning Department of Argentina, Department of Regional Development	2	22 June to 3 July	Rfo Cuarto, Argentina	55	
2. Seminar on Alternative Development Strategies	ILPES, National University at Rosario, Planning Department of Argentina and ECLAC	1	5 to 9 October	Rosario, Argentina	140	
3. Seminar on alternative strategies in Latin America	ILPES, FLACSO, ILDIS, Universidad Mayor de San Andrés and UNDP	1	6 to 10 April	La Paz, Bolivia	35	
4. Workshop on Environmental Impact and Management of Water Basins	CORNARE, ECLAC, ILPES and UNDP	1	6 to 10 July	Rfo Negro, Colombia	30	
5. Third Seminar on Development Process and Problems in Latin America	ICI and ILPES, with the collaboration of ECLAC	5	28 October to 27 November	Barcelona, Spain	27	
6. Second Seminar on Development Process and Problems in Latin America	ICI and ILPES, with the collaboration of ECLAC	5	26 October to 24 November	Seville, Spain	70	

Table 1 (cont. 2)

Activity	Organization	Duration (weeks)	Dates	Venue	No. of particip.	Coverage
<b>B. SYMPOSIUMS, ETC.</b>						
First Seminar-Workshop on Environmental and Economic Aspects of the Management of Industrial Waste	ILPES, UNEP, ECLAC, Carl Duisberg Foundation (FRG) and the Municipality of Buenos Aires	1	8 to 12 September	Buenos Aires	28	Argentina Brazil Uruguay
<b>C. COLLABORATION WITH OTHER ACTIVITIES</b>						
1. Master's Degree Programme in Social Studies in Population	CELADE			Santiago, Chile		
2. Post-graduate course on Rural Development Planning at Regional Level	Settlement Study Centre			Rehovot, Israel		
3. International Symposium on Regional and Rural Development Planning	Settlement Study Centre, ILPES, Planning Department in the Office of the President of the Republic			Buenos Aires, Argentina		
4. Seminar/Working Meeting on international economic relations	RIAL Project, ECLAC, CIEPLAN, FLACSO, SELA and the Federal University at Rio de Janeiro			Santiago, Chile		
5. Master's Degree Programme in Human Settlements and Environment	Urban Studies Institute. Catholic University			Santiago, Chile		
6. Seminar on Improvement and Expansion of Household Surveys	National Institute of Statistics, ILO, ECLAC and the University of Santiago			Santiago, Chile		
7. Seminar on Urban Research in Latin America	Urban Research Centre			Quito, Ecuador		

Table 1 (concl.)

Activity	Organization	Duration (weeks)	Dates	Venue	No. of particip.	Coverage
8. Seminar on Outlook for the Central American Countries in the World Economy	RIAL Project, ECLAC and the Ministry of Foreign Affairs of Guatemala			Guatemala City, Guatemala		
9. Course on International Trade	UNCTAD, ICI and Ministry of Foreign Trade			Managua, Nicaragua		
10. Seminar on the World Economy and Latin American Development: Problems and Prospects	SELA			Caracas, Venezuela		
11. Seminar on Integration in Latin America and its Impact on Economic and Social Development	UNITAR and the Academy of Sciences of the Union of Soviet Socialist Republics			Moscow, USSR		

Table 2

ILPES: ADVISORY SERVICES ACTIVITIES IN 1987  
(AREA OF ADVISORY SERVICE PROGRAMMES)

Country	Field of activity	Source of financing
1. BELIZE	Design of an investment projects bank co-ordinated with the public sector investments programme in the Five-Year Development Plan (1985-1989)	UNDP and DTCD
2. BRAZIL-BAHIA	Strengthening of the regional accounts system by improving the data collection process, expanding the existing base and designing methodologies for making forecasts	Government of the state of Bahia
3. BOLIVIA	Provision of advisory services in connection with the initiation of the Emergency Social Welfare Fund	Government of Bolivia and the World Bank
	Support to the Ministry of Co-ordination Planning in the evaluation and adaptation of the economic policy under the ECLAC/ILPES/UDAPE Agreement and in the formulation of the development strategy	AID
4. COSTA RICA	Formulation and initiation of the project on Economic Democratization and Social Consolidation, with emphasis on institutional development at regional level	UNDP
5. CHILE	Co-ordination of horizontal co-operation activities between the Ministry of Foreign Affairs, ODEPLAN, the Regional Development Office, the Department of Social Development, the National Employment Bureau and the Metropolitan Intendencia (Chile) and the Emergency Social Welfare Fund (Bolivia), the Ministry of Social Welfare (Ecuador) and the Office of Economic Development (Belize) (CHI/84/001)	UNDP
6. ECUADOR	Collaboration with CONADE in regional and local development planning in the context of an integral approach to municipal problems	UNDP and DTCD
	Integrated rural development planning at national level, with emphasis on the pilot case of Loja province	IDB
7. GUATEMALA	Initiation of work with SEGEPLAN for the technical and institutional strengthening of national planning and projects systems (ATN/SF-2562-GU)	IDB
	ECLAC/ILPES/UNDP mission to assist the Ministry of Public Finance in the evaluation of the public sector's economic and financial programme, in the context of the government plan	UNDP

Table 2 (concl.)

Country	Field of activity	Source of financing
8. GUYANA	Preparation of a project proposal to establish a projects bank  National seminar on a projects bank and investment planning  Institutional technical study on requirements and training for the establishment of a projects bank	UNDP
9. BRITISH VIRGIN ISLANDS	Proposal of definition of duties, standards and new institutional structures of the planning unit	Government
10. NICARAGUA	Preparation of a short- and medium-term macroeconomic model to support the preparation of the 1988-1990 Three-Year Plan and to evaluate different price stabilization policy options	UNDP and DTCO
11. PARAGUAY	Within the Programme for the Institutional Strengthening of Priority Areas of the Public Sector, formulation of and follow-up on policies and programmes relating to the establishment of a technical co-operation projects inventory (ATN/BF-2525-PR)  Preparation of a plan of activities for the project on the formulation of and follow-up on policies and programmes to support the Technical Planning Ministry in the application of a macroeconomic model and a system of short-term indicators (PAR/87/003)	IDB  UNDP
12. PERU	Co-ordination of horizontal co-operation between the Temporary Admission of Peru and the Emergency Social Welfare Fund of Bolivia  Support for the initiation of Project PER/87/008. Preparation of a joint mission with ECLAC	UNDP  UNDP
13. DOMINICAN REPUBLIC	Technical and institutional strengthening of planning and projects systems (ATN/SF-2585-DR)  Initiation of activities relating to the establishment of a computerized investment projects data system and a handbook on the projects system  Preparation of the 1987-1990 Public Investments Programme based on a computerized inventory of projects at national level	IDB
14. TRINIDAD AND TOBAGO	Seminar on the planning process in Trinidad and Tobago: Obstacles and options	