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II CONFERENCIA DE MINISTROS Y JEFES DE
PLANIFICACION DE AMERICA LATINA

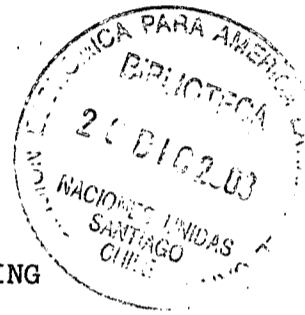
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REPORT ON PLANNING TECHNICIANS MEETING

Lima, November 15-16, 1978

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SISTEMA DE COOPERACION Y COORDINACION ENTRE ORGANISMOS
DE PLANIFICACION DE AMERICA LATINA

Establecido en la Primera Conferencia de Ministros y Jefes de Planificación de América Latina, celebrada en Caracas, Venezuela, entre el 13 y el 16 de abril de 1977 y respaldado por la Resolución 371 (XVII) aprobada en el Décimo Séptimo Período de Sesiones de la Comisión Económica para América Latina (CEPAL) celebrado en Guatemala entre el 25 de abril y el 5 de mayo de 1977.

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II CONFERENCE OF MINISTERS AND CHIEFS OF PLANNING OF
LATIN AMERICA AND THE CARIBBEAN REGION
TECHNICAL MEETING

Part I

ORGANIZATION OF THE WORK

Place and Date

1. The technical meeting of the II COMIPLAN, organized by the National Planning Institute of Peru, in collaboration with CEPAL-ILPES, was held in the Civic Center of Lima, from the 15th. to the 16th. November, 1978.

Attendance

2. The meeting was attended by representatives of the following countries: El Salvador, Mexico, Guatemala, Jamaica, Trinidad and Tobago and Cuba. Likewise, observers of several organisms and institutions attended. The complete list of participants constitutes Annex N^o 1.

Board

3. Before the Inauguration of the event an informal meeting of chiefs of Delegation was held, during which the Board was elected.

Chairman: Peru

1st. Vice-Chairman: Costa Rica

2nd. Vice-Chairman: Trinidad and Tobago

Rapporteur: Mexico

This composition will be maintained during the Ministerial Meeting. The proposals which obtained unanimous approval were made by Mexico, Honduras, Cuba and Peru, respectively.

Agenda and Organization

4. During this same meeting the proposal of agenda and organization of the work formulated by CEPAL-ILPES was known and approved, and appears as definitive in Annex N^o 2.

/Part II

Part II

INAUGURATION

Inaugural Speech

5. Was in charge of Minister Jorge Chávez Quelopana, Chief of the National Planning Institute of Peru. In his message to the meeting he expressed the vinculation between the growing international complexity and the role of planning which is becoming more and more important and the growing recognition as indispensable instrument in social development, public and private action and, in general, social change and its institutionalization. He likewise stressed the need of developing appropriate planning instruments, having emphasized the most important elements of the Peruvian experience. Finally, he expressed his recognition of the capacity of the Latin American planning experts, to whom he extended his welcome to Peru and the Meeting.

The message was received with satisfaction by the participants and was later used as a basis or frame of reference for the interventions of several delegations.

Due to its importance, the entire speech is presented as Annex Nº 3, and several of the main concepts are inserted as follows:

"In almost all Latin America and the Caribbean the material and intelectual progress, more equitatively produced and distributed in developed regions on accordance with the social and economic systems and hegemonical policies tend to be concentraded in dominant zones and groups in spite of the efforts of the different and even opposed social and philosophic valency. The knowledge and knowing how to place at the disposal in the development planning institutions, consequently, facing the great challenge of adequating for the benefit of the majorities, which are conditioned or determined in their possibilities of option due to the basic characteristics of the economic ordainment which sustain them, by the social forces and the resultant political regimes.

/The contribution

The contribution to the change and to its institutionalization in our countries, finds in individuals and in national and international institutions of development studies and planning, elements without which only at the highest cost a conceivable significant advance in the quality of life both for the neediest ones as well as in relation to them, qualitative modifications in the way of living and of consumption of those who have attained positions of objective privilege. Starting with the specific conditions and national and supra-national demands that the contribution in knowledge and in the know-how should be translated into a better application of the studies and those who work in the planning of development.

One and multiple, in similarity with our countries, is the vocation of change inherent to the practice of planning in our midst. But the advance in our countries, if they are to be accumulative and expansive should fall within an inclusive vision of the problems both at a sub-continental as well as hemispherical and world-wide perspective, and should be directed and have a resultant sense of coincidences, convergencies, and consensus of a diverse order of values.

In the former perspective, only an integrated development is conceivable in the fields in which the praxis is analytically differentiated from the 'the foresight and formulation of alternatives', integration which in its term should respond to a lucid and vigorous humanistic conception which, consistent with the value postulated affirm the preeminence of the well being of the whole man and of all men, generating a nucleus of having more and, above all, of being more and in the last instance, of being of greater value."

Part III

WORK PROGRAM OF ILPES

General Presentation

6. The Executive Secretary of CEPAL and Director in charge of ILPES made the general presentation of the program of the Institute (Annex No 4).

Mr. Iglesias thanked, in the first place, for the great support given by the Peruvian Government and the permanent backing that the planning organisms of planning of Latin America is granting.

He then presented the future Director of ILPES, the distinguished Colombian Economist, Dr. Jorge Méndez, of wide experience in the field of development of the Region.

He pointed out that the words of the Minister of Planning of Peru has been very instructive and stimulating and that this forum of planners of Latin America was a demonstration of the spirit of integration and cooperation of the Region.

He pointed out that this meeting was characterized because government act directly in the treat and development of the topic and that this modality represented an important innovation within the organisms of the family of the United Nations.

In reference to the planning in Latin America, he stressed the need for re-thinking of planning vis a vis the changing situation of the international scene, and the plurality of the economic and political system. Today, more than ever, the Executive Secretary pointed out the need of the exercise of rationality, as to navigate blindly would be irresponsible. This makes planning more valid than ever.

Re to the work program of ILPES, he stressed the importance of the meeting of the technical Sub-Committee of Panama and the fact that the representative of the planning organisms had offered very valuable suggestions to orientate the activities of ILPES.

/He informed

He informed that all these ideas had been incorporated into the present work program.

The Executive Secretary then referred to the different programs of ILPES, presenting the more outstanding points of training activities, counseling, research and cooperation among planning organisms. He likewise referred to the present financial situation.

In what regards training, he stressed the importance of these activities and the efforts which were being made to approach new areas like those of the environment, international trade, science and technology, and the transnational enterprises.

Regarding counseling he referred to the rich planning experiences both on the state as well as national level.

In research, he pointed out, that key topics were being approached, for example, that of State and Planning and, that recently there was held in Lima a Seminar with the active participation of planners and researchers to study the University milieu.

In the field of cooperation between planning bodies, he stressed the experiences and the potential which it has for the region, and that the recent meeting of Buenos Aires had as objective the stimulation (at the highest political level) of this new means for cooperation and development.

He stressed the effort that was being made to establish relationships with Africa and Asia, and announced that CEPAL-ILPES had been invited to the Conference of African Planners which will be held next December in Addis Abeba under the sponsorship of the Economic Commission for Africa.

The Executive Secretary then referred to the need of amplifying the activities of ILPES in the Caribbean, and stressed the initiative of the meeting of planners of the countries of the committee of cooperation and development of the Caribbean, whose first encounter will be held in Havana in January of the coming year, and it would be an important inspiration and orientation for the activities of ILPES in that area.

/Specific Programs

Specific Programs

7. The training, counseling, research, cooperation and administration and financial program were presented by those respectively in charge:

a) Training. The Director of Training of ILPES started his intervention by giving account of the work performed during the period 1975-1978, and pointed out the 24 courses given.

He then explained that the activities of the training program will in future be orientated towards:

- The training of specialists in planning;
- The assistance to national training centers and to the creation and assistance to institutions of this type, in accordance to the objectives of the governments of the region; and
- To the performance of basic studies and preparation of pedagogical material for the teaching of planning.

With the object of fulfilling the objectives pointed out, the training program of ILPES will intensify its relationships with the national planning systems and will try to introduce the experiences of the Latin-American and Caribbean countries. At the same time it will link its activities to national experts, with the purpose of a teaching basis on the knowledge study and systematization of the realities of the region.

To keep adequate levels of excellency, the agreements of collaboration with the academic centers of the member countries of CEPAL and the Institute, as well as outside of the region it will be intensified and amplified.

ILPES will actively participate in the initiatives of coordination of the national training centers and will promote the carrying out of a Seminar to discuss and promote the exchange of experiences in the field of teaching of planning.

The activities will consist of national and international courses, Seminar-courses, Seminars, basic studies and preparation of texts, cases, problems and exercises in accordance with the annexed program.

/b) Counselling.

b) Counselling. The counsel given by ILPES to the countries is linked to the very justification of the existence of the Institute, which is to spread planning in Latin-America, and to cooperate with the countries in the strengthening of the national system of planning in order to direct processes of economic and social development.

ILPES has been cooperating jointly with other agencies of the United Nations in an effort to develop the countries, in the construction of national planning systems so that they may become organisms capable of helping in the transformation of their under-developed economies.

The direct contact of ILPES with the Latin American reality through the Ministries and planning offices had revealed a very significant strengthening of the planning in the countries, having been observed that those which had a vision of their problems of long-term development reached by strategic means with a temporal or wider historical horizon, had been those which have been in a better situation to face their difficult junctural problems.

On the other hand, those Ministries and planning offices that have more strongly linked the long-term planning with the short-term policies and problems, have also been those which have reached a greater participation, at the highest levels in the matter of decision taking.

As a consequence, the demand for counseling of the countries will orientate itself more and more to the linkage of long-term planning (medium-term strategies and plans), with short-term operative plans and policies.

Another thing of great interest in the field of training, counseling, as well as research in the region of planning which is conceived as an element of ordainment and special integration of the countries in an effort to overcome the economic and social inequalities which prevail in certain countries.

The problems of human habitats and environment are equally topics which in the last few years have been of increasing interest

/to these

to these countries. In this sense, ILPES is performing a great effort to introduce these variables in its courses and its points of view of assistance to the countries, including the same in its strategies and plans of development.

It is opportune to point out that the financial crisis of ILPES has led the institution to take action in the sense of paid counselling as a means of surviving. Nevertheless, on the other hand, it has demonstrated an appreciation for the counselling the Institute because the resources obtained in this respect have reached a sum of 1,750,000 dollars (One million seven hundred and fifty dollars) in the last two years. With these resources and counting on a small group of permanent experts, with at very low fixed cost, the counselling was able to mobilize high-level experts and short-term counselors, and thus give assistance in keeping with expectations of the countries. This has been the way of multiplying the action of services and counselling and the ability to fulfil the commitment of ILPES which at the moment reached the figure of ten projects in Latin America. The institute is making a great effort to assist in the new demands of counselling and in having sufficient flexibility in order to help the different planning systems in existence in Latin America.

The activities of counselling which had been given in Ecuador, Bolivia, Brazil and Venezuela, and in the matter of wider integration-Venezuela (which are being detailed in Annex) are worthy of being pointed out.

The Director of Counselling finally stated that this was an opportunity to thank the countries for their confidence in ILPES, which will always be ready for any additional efforts to respond to this confidence.

c) Research. The research regarding planning development constitutes, as obvious, an extremely wide field for the accelerated changes which are being produced within the international context which introduced

/new problems

new problems or altered the relative importance of those already presented, as well as due to the great diversity of situations and the national life styles and policies.

The realization of these facts has led the governments to establish priorities and fundamental guidelines which have been gathered to determine the future Program of Research, which roughly expressed are here presented, because the detail of same appears in the documents of reference presented to the meeting.

The fundamental objective is to enrich the knowledge of planning as a process, of its complexity and multiple aspects, and of the different actors intervening in it, determining advances and obstacles of changing characteristics.

The State, the strengthening of operative capacity and its concretion in state policies will be the object of comparative research which, starting with the realities and concrete experiences of the different types of countries of the region, will allow the coming to conclusions which might be translated into progress for the planning process.

Within the general thematics, special attention will be paid to the analysis of social development objectives to the planning and social policies conceived in a macro frame and the role of the state institutions, particularly public enterprises. The systematic integration of the Program with the others of the Institute in so far as its support of same, as well as the enrichment to be experienced by means of the experience by the same, on which considerable advances have already been obtained, thanks to the joint activities foreseen in the training program, will be even stronger in the future, given the complexity and novelty of the topics presented.

The nature of the basic orientations which have just been pointed out and the limitations of the available resources that the Program will be implemented, mainly in association with the planning and academic institutions and centers of the country, within the

/general frame

general frame allowing the greatest possible advances from the comparative point of view.

d) Cooperation. The coordinator of the program of cooperation between the Planning Organisms, started his presentation pointing out that the Program had been created in compliance with the recommendations of the First Conference of Ministers and Chiefs of Planning, which took place in Caracas in April 1977 and to the resolution of CEPAL during its last Session.

He pointed out that the first tasks were centered around establishing organizing bases, and the functioning of the System, giving emphasis to the improvement of channels of Communications between the organisms of planning, to the creation of a system of information and to be the publications.

As far as the establishing of a net of informations, he informed that the Executive Secretary of CEPAL had given impulse to the joint action of CEPAL, CLADES, CELADE, DOCPAL and ILPES and that a project had been prepared with the help of the International Development Center of Canada (IDRC). This organism has approved a project to be started in January 1979 which consists of a joint task with planning organisms for designing and implementing a net of informations for planning.

He likewise pointed out that there had been received help from the Government of Holland for this initiative.

Regarding horizontal cooperation, he informed that operations had been started with Brazil, Costa Rica, Chile and the Dominican Republic, and that joint work being performed with UNDP and CEPAL in the designing of a system of cooperation.

In the matter of publications, he informed that the bulletin of planning in its English and Spanish versions was being transformed into an important organ of expression of the System. Likewise the notes of information were being useful to the planning organisms. He stressed the starting of the publication of a series of Planning Topics, fundamentally based on the studies and abstracts which have been initiated by the training program.

/He stressed

He stressed that an important function of the program will be the assistance to the conferences of Ministers and Chiefs of Planning and to the sub-regional meeting. He referred especially to the First Meeting of Experts of the Caribbean in the organization of this encounter which is to be held in Havana in January 1979.

He referred specially to the elaboration of a permanent study and to the progress and obstacles regarding planning in Latin America and to the initiative of the Director assigned by ILPES, Dr. Jorge Méndez in order to give greater importance to this research, in which the planning organisms participated directly.

He then informed, regarding the first steps to initiate a link with the specialized planning organisms of Asia and Africa, and of the meeting of Africa Planners to which the Executive Secretary has been especially invited.

He likewise pointed out that the direct participation of those responsible and experts in planning in the different activities of ILPES will be most important, and that great emphasis will be given to these activities. Finally, he referred to the participation of Chiefs in the Inter-American meetings of the budget and to the relationships existing with the OAS and the Inter-American Association of Public Budget to jointly study the links between planning and budget.

e) Administration and Finance. Within the year and a half since the Conference of Caracas, ILPES completed the Fourth Phase of its operations and started the Fifth. The duration of the Fourth Phase was of 3 years and 8 months (July 1974/February 1978). The contribution of UNDP reached US\$5,000,000. It thus continues to be the main source of resources of ILPES.

- During the Phase the United Nations approved an entry in its ordinary budget to finance part of the activities of ILPES.
- The governments of the region considerably increased their direct contributions and promises have been received of contributions reaching US\$270,000 annually.

/- The

- The resources coming from services rendered also increased thanks to the numerous agreements of counselling which were signed with national institutions and governments of the region.
- The Fifth Phase of operations of ILPES started on March 1st. 1978, will last till December 31st. 1979. For this Phase, UNDP will contribute with US\$1,950,000 the United Nations US\$800,000 and the governments approximately US\$600,000. To this effect will be added approximately US\$300,000 coming from incomes for services rendered.
- Even though the present financial situations are much better than the ones that prevailed with occasion of the Conference of Caracas, nevertheless, the financial outlook is still precarious and this demands a concerted effort to increase and if possible make available permanent financial sources of ILPES in a way as to obtain a solid basis for financing its activities.
- The draft budget of ILPES for 1979 amounts to a total US\$1,910,000 financed as follows: UNDP US\$1,100,000; United Nations US\$400,000; Government US\$300,000; other sources US\$100,000.
Annexes Nos. 5 to 8 show in greater depth and detail the scope of the program.

Comments of the Director Assigned by ILPES

8. Finally, Dr. Jorge Méndez presented important questions regarding the efforts of ILPES and, his opinion on the projection which is advisable for the development of VI Phase. Regarding the program of the Institute, he said that those which are implemented at present are useful and should be continued until the culmination of the V Phase at the end of 1979. But the important questions regarding ILPES do not refer to whether it will be able to culminate the programs, but to the capacity of responding to the needs of the region on matters of developmental planning.

/During the

During the last ten or fifteen years, these needs have become more complex due to the fact that new problems have arisen, the models of development implemented by the countries had been diversified and new dimensions of planned work have been added to the objective of finding an increase in the Gross National Product. An entity like ILPES must undertake a deep reflection on its technical capacity, and on the degree of knowledge of the new topics and problems in order to assure that it will be ready to respond to this new challenge.

Among the fields in which ILPES should be completely prepared, Dr. Méndez pointed out the relationship between short and long-term policies, between the employment policies and its relation to the general policies of development of the management of situations of surplus in the balance of payment, that of coordinating the plans within the process of integration, that of possible needs of technical assistance of the planners of socialist economies, that of the need of planning according to models based on the market force. The knowing of the topics in depth in order to be able to offer technical assistance to countries of the region, should concentrate in an essential element of new programs of ILPES for the VI Phase, which is to start in January 1980.

These comments aroused the interest and participation of several delegations in the subsequent debate; they expressed assurance that the new Director will be able to keep up the work of ILPES in accordance with the needs of the region, based on an integral conception which might increasingly stimulate the flexibility and specific action required by the Latin American reality.

Part IV

DEBATE ON WORKING PROGRAM

Participants

9. The following delegates participated in the debate: Bolivia, Honduras, Jamaica, Mexico, Peru, Costa Rica, Cuba, Chile, Venezuela, Guatemala and Brazil. The Executive Secretary of CEPAL made some final comments. A brief description of all of these expositions is presented under Annex No 9.

Overall Result

10. The working program presented by ILPES was granted approval and support at the meeting. Most of the delegates that participated emphasized the recognition of their governments to the role that the Institute has played as a generating and disseminating center for advances in planning in Latin America, as well as in the training of specialized human resources. It was also emphasized, with great satisfaction, that the working program developed includes the recommendations of the technical Sub-Committee and the Ministers' Meeting held in Caracas.

Hence, there is certainty that the V Phase of the program will register important progress in on-going works, in procedures used to achieve their goals and in the efficient use of resources available to the Institute.

Indicating the convenience of strengthening them by any means, some delegates emphasized the importance of coordination and mutual support among the different programs in order that they might enrich each other; they also indicated their increasing relationship and adaptation to Latin America reality, which strengthens the possibilities for dynamic and flexible action by ILPES to satisfy the specific needs of the various countries, situation which is consistent with the recognition of plurality characteristic of our countries at all levels.

/Recommendations to

Recommendations to the Technical Committee of ILPES

11. As a result of the debate, several recommendations arose that complement and orientate the program presented by the Institute, and which will be presented at the next meeting of its technical Committee. The first recommendation would be to approve and adopt the program presented by ILPES, supported by the following actions:

- Grant priority to research and advisory programs to support planning development in small sized countries especially introducing the space variable. Results should be projected to carrying out causes on the subject. Also, it is recommended not to make any special efforts to extend services to non Spanish speaking countries of the Caribbean, for which it was suggested that this problem be specifically discussed at the next meeting to be held in Havana.
- Significantly promote horizontal cooperation among countries through the voluntary contribution of national technicians, in order to make better and greater use of available planning resources in the region, and that the Institute's own programs may increasingly benefit from direct experience of Latin American planners; in other words, to make possible the exchange of experiences to benefit interested countries. An integrated regional inventory on appropriate human resources is recommended.
- Accelerate and reinforce cooperation by ILPES with national training centers, to make use of their expertise, and to improve dissemination of services provided and use of the Institute's available resources. A possibility to be considered is the periodic realization of the Central Planning Course or other forms of sub-regional courses in different countries. In general, ILPES should look for association with national centers to carry out international training activities at those centers, provided they satisfy the necessary

/technical conditions

technical conditions and appropriate Governments can contribute in their financing.

- To consider social aspects as an indispensable component of global planning, paying particular attention to their development in the various programs of the Institute. In this sense, after evaluating the experience of the Social Planning Course, its continuation and development in the various countries of the region should be considered.
- Promote the systematic incorporation of the results of Latin American experience in planning and new techniques developed in the major academic centers into the working programs, all of which requires promoting the active participation of countries, in the design, contents, and execution of such programs, and at the same time maintaining a mutual relationship with them. Special attention should be given to avoiding common errors, to solving practical problems and indicating specific ways of applying recommendations on planning.
- Develop the project for the Planning Information System as a common support to different programs. Particularly to connect this project to the solution of the language barriers that have hindered a general diffusion of the Institute's services, as well as to look for greater diffusion to cover the different working levels of planning and its extension to interested groups within the countries. As a complement, providing greater attention to problems of participation in planning is suggested.
- Give more attention to developing evaluation methods and systems of planning, consistent with its different characteristics and mechanisms in the region, emphasizing policy evaluation. Particularly, it is recommended, as of now, the periodic evaluation proposed by ILPES on the planning development in Latin America be carried out, in order to develop an annual report useful to all countries. It must be noted that

/we are

we are aware that this task is ambitious but considering its importance it should be started at once.

- Strengthen ties of extra-regional cooperation with similar organizations and, in accordance with the recommendations of the recent World Conference on Technical Cooperation Among Developing Countries held in Buenos Aires and with positions adopted on the matter by Latin American countries at different meetings, we resolve to provide maximum support to horizontal cooperation with other regions particularly Africa and Asia. In this sense, we request the ILPES Directorate to join the efforts began by CEPAL and CEPA (Economic Committee for Africa) developing proposals of Horizontal Cooperation with the participation of the region's countries, and support from the CEPAL and ILPES secretariats. We furthermore request the Executive Secretary of CEPAL to transmit to the Conference of African Planners to be held next December at CEPA Headquarters, the greetings of this Conference and our support to cooperation proposals to be carried out by mutual agreement between that Conference and the Cooperation and Coordination System Among Planning Organisms of Latin America.
- Explore systems for granting academic credit to graduates of ILPES courses in order to adequately evaluate the importance of studies performed.
- Make additional efforts to channel greater financial resources in order to properly fulfil, extend and improve the programs pursuant to recommendation.

Independantly from international contributions it is considered a major Governmental responsibility to ensure that the Institute may increase its capacity for non remunerated support. As a complement, we suggest exploring new forms of cooperation which might enable, through changes in working systems, a more effective action by the Institute, without excessive pressure on available resources. This

/task requires

task requires the decided interest and support of countries to promote the use of national technical skill. Lastly, we must emphasize the satisfaction of the Meeting; as expressed by its Chairman, for successful debate, which was made possible due to the prevalent open dialogue and to the quality of documents presented by ILPES.

Part V

NATIONAL PLANNING EXPERIENCES

General Aspects

12. Discussions took place at plenary meeting, divided into sub-regional blocks in order to facilitate the exchange of comments. Given the heavy documentation presented by delegates (the full list is included under Annex N^o) which will be presented according to topics at the Ministers Meeting, discussions were directed to complementing the global and operational framework of the national planning systems, emphasizing the most important elements with respect to progress and constraints in each case.

Participation by Blocks of Countries

13. Countries were grouped as follows: 1st. Group, El Salvador, Mexico, Guatemala and Honduras, 2nd. Group, Jamaica, Trinidad and Tobago and Cuba. 3rd. Group, Brazil, Chile, Venezuela and Peru.

At the end of every group meeting there were discussions.

a. First Group EL SALVADOR

The representative from El Salvador announced that he would emphasize implementation aspects of the National Welfare Plan for 1973/1982 and that he wished to recommend that attention be given to execution of plans since this has priority not only in El Salvador but in many countries of the Region.

With respect to actual status of Planning, he pointed out that the Development Instrument Plan, presently in force, incorporates government Philosophy and policy and is based on the execution of 51 Strategic programs affecting all the socio-economic sector. These strategic programs include general and specific objectives, goals and financing. The strategic programs are supported by various projects which involve all sectors. Each Ministry, or

/Head of

Head of Sector is in charge of a strategic program. The Ministry of Planning is responsible for coordinating all the programmes.

Direct responsibility for the execution of programs falls on a Ministry, and in the system conceived to ensure its execution there is a decision-making Committee which defines action guidelines, and includes the President of the Republic, The Council of Ministers which is divided into: The Economic Committee, The Social Development Committee and Basic Infra-Structure Committee.

Administrative responsibility has been taken into account in Project defining. An analysis of Constitutional responsibilities in relation to each strategic program has been carried out with the assistance of the Central American Institute of Public Administration.

In the operation of Strategic Programs, Horizontal Cooperation will be very important given the experience accumulated in many countries.

He finally emphasized that with regards to responsibilities for the execution of programs and projects, the Public Sector headquarters has been most useful in carrying out action by the State and in improving the use of resources.

MEXICO

The representative from Mexico began his exposition by pointing out that Mexico has strengthened its planning process lately, as a consequence of having to face national development requirements and the effects of world wide situations on Mexican economy. In the past, in a period with almost no inflation and with a more peaceful international background though there existed state planning activities, these were not as important as they are today. In effect, starting in 1970, international panorama became more complicated and the capacity of economy became deteriorated. The 1977 devaluation was the most severe crisis which had considerable effects. As of 1977, planning efforts were intensified.

/In view

In view of the situation mentioned, the representative from Mexico emphasized, the need for continued planning efforts.

Another aspect to be stressed is the emphasis on social aspects and of not expecting that growth automatically produce benefits for national and majorities.

In the planning and development process, emphasis is being given to associated production, that is, inducing the social and private sectors carry out certain basic programs. Among production commitments he mentioned the agreements on Cement.

Coordination agreements between the federal governments and federations are also promoted.

With regards to social planning objectives, planning is aimed at achieving minimal levels of welfare among food, health, education and housing sectors.

Employment goals are also basic in the fulfilment of these objectives.

It is also important to stress the conciliation that occurs between urgent and important matters.

In the sense, the development of long-term development strategies, medium-term plans and annual plans constitute duly coordinated actions.

In future plans, emphasis will be given to the utilization of excess dollars generated by oil, that is, increase the capacity for resource administration assigning them principally to social objectives on the basis of production and productivity criteria. In this sense, horizontal cooperation is being utilized, taking into account similar experiences in other countries.

He also analyzed the efforts of regional planning and the deficiencies in the systems of statistical information at the level of state accounting.

He pointed out that planning organization has been adapted to new requirements, emphasizing the importance of having integrated the planning and budget processes in one office.

/GUATEMALA

GUATEMALA

The representative from Guatemala pointed out that planning in Guatemala has already had an important experience, since his country has been one of the first to adopt it in Latin America.

His planning Unit began with a dozen of technicians and is currently staffed with 200.

The quantitative change is a demonstration of the importance it has acquired as a Government instrument.

It has also improved qualitatively speaking, and today plans are better developed and executed.

Presently, it is going through a new strengthening phase also involving budgetary, information and human resources aspects.

He referred to planning organization, stressing the importance of sectoral planning units.

Sectoral organization is very important and 14 Socio-Economic Sectors have been defined, each one in charge of a Minister Head of a Sector.

Together with this sectoral emphasis, the upgrading of a project system has also been undertaken in a special way.

Planning has made it possible to address the most complex economic situations and the recent earthquake has demanded channeling inputs towards reconstruction.

Next, the representative of Guatemala pointed out the existing relationship between plan and budget and measures being taken in the rationalization of the Public Sector.

Referring again to the project system, he mentioned the pre-investment-investment-process and the improved selection of investment areas.

/HONDURAS

HONDURAS

Previous to the preparation of the Plan 1974-1978, it was thought necessary to define a strategy for a fifteen-year period, and for which precisely the following stages were covered.

- a) The preparation of an image prior to 1972 of the economic and social situation of the country;
- b) The design of basic, global and sectorial options;
- c) The discussion at the political level of the different possibilities to select those which were considered more appropriate for the future action of the Government, and
- d) The development of the above. In it the National Plan of Development 1974-78, the implementation of which could be mentioned as some achievements, such as the agrarian reform, creation of the Hondurean Banana Corporation (COHDEFOR), and the Hondurean Banking Corporation (COHBANA), and the National Corporation of Investments (CONADI) were set forth.

Regarding regional planning, to which special priority is granted, important advances have been made during the last months, with studies of specific areas and plans for several of them, such as those of the Western, Southern and South-Western regions. Recently, a division into three regions was approved: the North-Western, the North-Eastern and the South-Central regions, in charge of Regional Planning Secretariats for each one of the regions. In order to implement this plan, it is necessary to make an effort in training human resources, for which it is necessary to receive assistance from ILPES.

The constant improvement and complementation between the technical and political levels, on the basis of constant discussions at the highest executive levels has been very important. A special problem was the coordination at administrative levels in the preparation of the budget, since this is subject to circumstantial actions, which are not permanent. We have benefited from the very satisfactory support

/of regional

of regional organisms such as ICAP, and of international organisms such as UNDP, OAS and ILPES.

b. Second Group

JAMAICA

The planning system has suffered various changes; in view of the international crisis, the importance of planning has been stressed, planning having been begun under the colonial regime. In 1962, independence led to the abandonment of the on going plan and the development of the 1962-1967 plan with its macro-economic character in which sectoral goals were properly harmonized.

Problems which arose were those relative to differences between what was anticipated and what actually occurred, issues relative to investment financing, and distance between anticipated and actual rate of growth. Economy worked out well but the plan was not really implemented. In the decade of the 70's serious economic difficulties have been experienced, particularly in the capacity to import. These were addressed in an Emergency Plan and in another Plan whose main concern is foreign trade and balance of payments. In 1978 a long term program was improved with assistance from the Monetary Fund and a 5-year plan focusing on the above aspects was developed. Flexible intent to integrate long-term objectives with a flexible macro-economic and social sector policy. In the second place, another major component is a budget for all foreign financing. The third component is the programming of the public sector. Systems of resource allotment, development of projects and statistical research to improve analysis and rationality of decisions, are considered following the above order.

/TRINIDAD AND TOBAGO

TRINIDAD AND TOBAGO

The Trinidad and Tobago representative outlined some of the major strategies designed by his country to promote industrialization and improve the infrastructure of Trinidad and Tobago.

He explained that emphasis was being given to the development of capital intensive export-oriented industries such as iron and steel, fertilizer, aluminium, mettanol and other petrochemicals relying on the indigenous resources of petroleum and natural gas.

Infrastructure development centered around the improvement in the recovery and distribution of water and the increased generation and distribution of electricity.

The delegation expressed the hope that the increased investment in the light manufacturing industries and agriculture, would together with the expected downstream activities of the energy-based industries play a leading role in reducing the high level of unemployment.

The Ambassador emphasized that Trinidad and Tobago's development plans were financed in part by joint-venture relationships with foreign companies, and loans from international lending agencies.

CUBA

After the success of the Revolution, the Government tried by all possible means, to provide welfare for all the people, establishing social property of means of production, and from the beginning it was necessary to make a great effort of adaptation in a technological and economic order to face the new situation.

As a result of this, the first Economic and Social Development Plan was prepared in 1967. This experience set up the institutional basis to generalize the planning process. In a second stage (1965-1975), a great effort was made to, aside from the annual plans, develop long-term strategies in specific selected development branches or sectors (i.e. energy, education). In this sense, various sector plans

/primarily tried

primarily tried to contribute to industrial development, but always aimed to support the agricultural sector and establishing the necessary capacities for assimilating its productive results.

The characteristic of this development line or criteria is based on comparative advantages offered by the Agricultural Sector in Cuba and on Multiplying impacts which could affect employment and infrastructure, besides increasing food resources for the population.

On the other hand, the limited experience and productive qualification available was used.

Within this stage, the first efforts to extend the temporary horizon were made the biennial plan (1969-1970), the triennial plan for specific coordination of the external economic relations with the Soviet Union 1973-1975, and development of the first 5 year Plan for 1976-1980.

During this phase, due to cyclic aspects of the sugar market, it became necessary to work with greater dedication to foresee future tendencies of the international market.

Besides this, other factors such as qualified manpower indicated the need to start developing plans for a broader temporary horizon.

Cuba's integration with the rest of the socialist countries made proposed goals more feasible and expeditious.

At this moment, we are developing our second 5 year Plan, for 1981-1985, which has a stronger basis, due to the degree of development achieved, security obtained by means of long-term agreements, and coordination of our economic and social development plans with socialist countries.

Within the process began at the beginning of this decade, goals have been attained in the sense of structuring and organizing more adequately, factors involved in planning, from central organisms to basis.

This, new Government Organisms in charge of specific fields of planning are created: Popular Powers, together with organisms of
/the Central

the Central Administration Government, were in charge of taking up to the base, preliminary plan orientations, promote its discussion with workers, and present those suggestions and proposals which are useful to definitely establish the plan, which was approved by the National Assembly and acquired a legal character.

Other goals during this stage are those related to the establishment of a new Administrative Political Division of the country, which eliminated the previous obsolete geographical-political distribution (in force since the colonial periods), and created 14 provinces in accordance with criteria which take into account existing realities and demographic, social and economic needs of the country, among others.

In the same way, the new system of Direction and Economy Planning was approved which provides for a gradual change in the economic organization of the country, from its basis (enterprises) to Central Government Organisms which is presently being implemented to the extent that the necessary conditions are created to this effect. Additionally, the System enlarges the degree of flexibility of all levels in the economic action by means of an adequate decentralization, and promotes the creation of funds for stimulating collective or individual workers in order to achieve greater productive results.

Works for developing a new Development Strategy until the year 2,000 ^{1/} have been recently initiated by decision of the Political and Government Direction. Its purpose is to establish a projection of possible development lines of the country, its alternatives and variations, which may enable decision making and its incorporation into accurate long (15-20 years), medium (5 years) and short term (annuals) plans.

^{1/} The Cuban delegation at the II Conference of Ministers presented a proposal on "Development of a Development Strategy and its Connection with long, medium and short term plans in Cuba".

The purpose is not to develop a plan for the year 2,000 at this time, but that the strategy may serve as a backbone of a future long-term plan, which may tactically and operatively be implemented through medium and short-term plans.

Both projections and their execution through plans of different temporary horizons are guaranteed in their execution by means of different factors, two of which should be pointed out.

- a) Social property on means of production which guarantees continued planning and allows for accomplishment of proposed objective for the benefit of population, in satisfying their increasing moral and material needs, a main objective of a socialist society;
- b) The liason with member countries to the Economic Mutual Aid Council through measures which contribute to a greater cooperation, specialization and complementation of Cuban economy with that of other member countries, promoting in-deptheconomic integration.

Thanks to the effective and close relationship of Cuban economy with the rest of socialist countries, it has been possible to reduce the grade of instability and uncertainty which national economies suffer today, in the international economic crisis.

Some aspects relate to the control and evaluation of plan execution must be pointed out. This is periodically performed as established for the different planning factors.

It is possible that periodic control will become more flexible, consistent with the importance, of what has a determining influence on the plan or on some of its elements.

For example, evidently, control on the execution with regards to sugar cane, one of the main activities in the country, requires due to its importance in time, shorter periods in order to make decisions which will enable to fulfill the plan's dispositions.

In relation to investment evaluation, the Central Planning Board is the organism in charge of this task, regulating on the
/different projects

different projects presented by investment organisms, to be submitted to the highest Government organisms, taking into account its integrity for final decisions.

BRAZIL

Brazil, as well as other countries, tries to establish an "objective image", that will allow to guaranty development and comfort objectives. All this from a market economy mainly supported in the Private Sector, with emphasis in the reduction of unequalities. Nevertheless, the process of Social and Economic Planning plays an important role, having the Government support of public activity at all levels.

More than a planning system, Brazil possesses a planning process and has all instruments to make it feasible and operative.

From an institutional point of view, there are informal mechanisms in the private and working sector, which allow the establishment of an adjusted economy. In the same way, there is a follow-up and complementing system of all programs and public projects contemplated in the national development plan.

Concerning growth, despite this has not been remarkable, its temporary distribution has not been steady nor porportional for all sectors. Maybe this situation has been strongly affected by internal climatological factors and cyclical instability of world economy.

Petroleum crisis, as far as it is concerned, considerably affected Brazilian economy and forced the Government to establish specific strategies to adapt productive structure to the new reality, having priority in the substitution of basic goods importation. In the short and long-term as well, there are different mechanisms of fiscal and monetary character encouraging development of definite industries and regions. Due to the fact that there is a high grade of industrial concentration, especially in Sao Paulo and Rio, the plan adopts gradual mechanisms of lack of concentration and equilibrium in the special distribution of people. Combination of salary policies and employment salaries, plan an important role in the income distribution policy which the Government looks for.

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In the same way, external trade and technological aspects are mainly in the development process.

Nevertheless, with the purpose of giving continuity to a balanced development on the international aspect, if external trade does not allow it, Brazil may suddenly change to domestic market.

c. Third Group

CHILE

Chile analyzed the compatibility of Planning with a market system.

The Chilean Government has initiated a development process in which the assignment of resources is integrated to the Price System having the state of subsidiary role.

Within this context, Planning has an important role.

Planning process in Chile must be understood as an ensemble of measures and policies that make up a coherent whole destined to achieve the basic goals which this Country's governments aim at.

In this way, Planning is oriented to implement and obtain a better market performance, and at the same time, to direct the actions that be be required to aid it.

Thus, Planning will offer the general framework within which the private sector develops its action, and at the same time will offer the criteria for State's action against monopoly.

Planning in Chile has taken a necessary character in all of those cases in which the state carries out actions tending towards certain basic goals, which market cannot carry out. This refers to all policies of income redistribution, social security and infrastructure actions.

This model of economic and social development that is being carried out in Chile, responds not only to the technical analysis, but also at full extent to a conception of man and the society in which this one has the right to live in. The magnifying phenomenon of the view that the country itself has developed about which should be its political economic and social future, has also occurred in other Latin American and Caribbean countries

/noticing, that

noticing, that in many cases the goals aimed at or the chosen mechanisms might be different.

This leads to the need that ILPES, recognizing this diversity of criteria, may orientate its counsellorship training, research, etc., to technically serve requests from different countries.

VENEZUELA

Social and Economic Planning plays a fundamental and irreplaceable role in the Venezuelan economy. The main objective is comfort and the increasing participation of population in national tasks.

Concerning goods and services the Government has taken control of basic resources in order to guaranty the greatest social impact and equity on income distribution. In the same way, there are several policies for guaranteeing compatibility of economic and financial aspects. Space variable plays an outstanding role for attaining a proportional and balanced growth in front of the needs of different regions.

In the international scope, Planning in Venezuela especially emphasizes the process of Latin-American integration, modifying relations of dependency of the country and contributing to the establishment of a new International Economic Order, as well as strengthening the principle of Economic Cooperation among nations.

In the same way, it is pointed out that along planning experience faced by Venezuela elimination of misery and margination will continue to be a persistent challenge.

The fast dynamism registered by economy during the last years has determined scarcity of human sufficiently capable resources, which has mostly been compensated with accelerated programs of human resources formation which are presently being carried out.

From the public administration point of view, Organic Law of Centralizing Administration has allowed to overcome additional and anachronous administrative systems which obstruct the development process being experienced by the country.

/Finally, an

Finally, an additional problem that must be pointed out as obstructing factor in the planning process, is the dispersion and lack of homogeneity and statistical actualization required for the formulation of plans and its later periodical evaluation. Nevertheless, its progressive solution is expected, after the recent creation of the Central Office of Statistics and Information, which will operate closely to the Planning Control Office.

PERU

The Peruvian Planning responds to a unique political process. In the first place, from being a mere political instrument, it turned into a very Stable State function. In the second place, it is basically integral as from the coverage of multiple aspects economic topics, as well as those of investment programming social aspects which are not conceived as a marginal effort, but rather as a structural dimension which does not constitute a mere by-product of the economic decisions and juridic-administrative aspects which are conceived as a basic part of all development plans, and for this reason they include programs of specific government action, and for the promotion of the development administration.

The importance was pointed out of the precision of the relationships State-Society and of the social participation as foundation of the planning function. On the other hand, the spatial variable searches, above all, for an inter-regional, inter-area and a local development equilibrium, free of left-overs and historic distortions.

In relation to the three periods covered by the plans, these are conceived as a permanent and intimately related effort with different policies and strategies, and consequently to specific projects and programs.

In relation to the former, it is important to stress the growing action of planning in Peru in the harmonizing of production and consumption in the frame of an outline of pluralism of diverse forms of ownership of sectors of activity.

/On the

On the other hand, the task of evaluation and follow-up for the reajustment or reformulation of plans constitute a permanent effort of the Planning System through various instances of control of the meeting of targets as well as of their up-dating.

Finally, the different mechanisms of coordination and decisions which are foreseen in the Peruvian planning were pointed out.

In the implementation of the strategic programmes, horizontal co-operation will be of great importance in view of the experience acquired by many countries.

Lastly, it was observed that the public sector model concerning responsibility for carrying out programmes and projects has been very useful for implementing State action and making a better use of resources.

d. Discussion

At the conclusion of the statements by each group, there was a fruitful exchange of comments, questions and answers which served to expand the topics presented and make a more thorough examination of them, thus confirming the usefulness of this system of work.

e. Observers

Observers from the United Nations Office of Technical Co-operation and the World Bank made important contributions in their own areas of competence when the Technical Meeting came to an end.

Part VI

CLOSURE OF THE TECHNICAL MEETING

The Technical Meeting was closed by the Minister of Planning of Peru, General Jorge Chávez Quelopana, who made particular mention of the important results achieved, and thanked the delegations of the Planning Bodies for attending the meeting.

ANNEX 1

AGENDA

A. Meeting of Planning Technicians

1. Opening of the Technical Meeting
2. Presentation of the Programme of Activities of ILPES by the Executive Secretary of CEPAL and Acting Director of ILPES
3. Topic: Work Programme of ILPES
4. Topic: National Planning experience
5. Final report and closure of the Meeting of Planning Technicians

B. Meeting of Ministers and Heads of Planning

1. Opening of the Meeting of Ministers and Heads of Planning
2. Visit by Heads of Delegations to the President of the Republic
3. General presentation of the Second Conference of Ministers and Heads of Planning: Statements by the Minister of Planning, Jorge Chávez Quelopana, and the Assistant Administrator and Director of the Regional Bureau of UNDP for Latin America, Gabriel Valdés
4. Report by the Rapporteur of the Technical Meeting on national planning experience
5. Topic: Linking of long-, medium- and short-term plans
6. Topic: Integration of the social aspects of planning
7. Topic: Planning and the international economic conjuncture

C. Meeting of the Technical Committee of ILPES

1. Report by the Rapporteur on the Technical Meeting on the Work Programme of ILPES
2. Topic: Work Programme of ILPES

D. Final report and closing session of the Second Meeting of Ministers and Heads of Planning

ANNEX 2

ADDRESS BY BRIGADIER-GENERAL JORGE CHAVEZ QUELOPANA OF THE PERUVIAN ARMY,
HEAD OF THE NATIONAL PLANNING INSTITUTE, I.N.P., AT THE OPENING OF THE
MEETING AT THE TECHNICAL LEVEL OF THE SECOND CONFERENCE OF MINISTERS
AND HEADS OF PLANNING OF LATIN AMERICA AND THE CARIBBEAN - COMIPLAN II
(Lima, 15 November 1978)

The protocol which generally characterizes events like the one which has brought us together should express the spirit of their purposes and the style of their implementation. It is for this reason that I consider this technical meeting prior to the political meeting of COMIPLAN II and opportune moment to place before you the reflexions arising out of the experience of those who at various times have contributed to giving continuity to the practical approach to development planning. The modesty of these reflexions, which are not free from human errors should not be overshadowed by the nature of style of affirmations which express conviction or certainty, but should foster the necessary critical spirit without which there can be no fertile intellectual work or probing, especially if, it is by definition tied up with the more overall and contemporary problems of the nations, concerning their needs in conditions of peace marked by justice and solidarity, or the same thing on other words - the need for "another" development on the basis of active respect for the human rights of persons and the community, the same rights as our forebears and those who fostered the political independence of our peoples and nations in the eighteenth and nineteenth centuries declared to be the basis of their revolutionary action.

The increasing complexity of international relations more and more reveals the role or rather the group of roles of those who devote their efforts to carrying out functions of a technical nature in bodies

/connected with

connected with development planning both in the sphere of the individual states and in the international organizations.

Growing and complex responsibilities engage the attention of the scientific and technical staff working in institutions for study and research, in supporting services such as information sciences, in bodies responsible for formulating plans, programmes, budgets, or, where relevant projects; all of them tend to be interrelated in a permanent and continuing form with bodies which within the societies are concerned with the production of goods, services or social values.

In a world marked by contrasts which perhaps might once have been inconceivable in strategic, technological or political matters, the planning technicians or experts are increasingly recognized by the national and international community, and are expected - how is rarely explicit - to make a better contribution to overcoming the human problems which preoccupy some and exhaust others, particularly those who in the last instance in the course of history have created and developed public service bodies which today act with broader coverage and in greater depth.

The nations - individually and as a whole - often show, however, signs of scepticism with regard to the effective contribution which they receive from institutions or persons whose mission is to develop the basis of technical and social know-how and activity, perhaps because their work is not very visible, or else perhaps because it seems rather barren in the midst of the pressures and oppressions of the present and there is practically no spirit left to capture the constructive and progressive feeling which only in the long-term allows the fruit of what has patiently and arduously been prepared and sown to be harvested.

At bottom, the needs, the best expression of common sense, the expansion of the information media, and especially the complex and

/contradictory development

contradictory development of social awareness among the factors coinciding in individuals, groups and societies mean that all of these apparently find the services which may be expected from bodies of persons or tasks such as those inherent in development planning to be limited. The different economic, social and political systems condition differently the forms of thinking and existing of the persons and groups composing them, and the real trend and significance of the organizations referred to, in the context of the institutional nature of society and the state. Only systems receptive to the real needs and demands of the human collectivities on which they are objectively based, tend in a progressive and tangible form to use the technical planning apparatus for the best possible development of society, government action and the management of enterprises and economic, social and cultural institutions.

In nearly all Latin America and the Caribbean, material and intellectual progress which is more fairly produced and distributed in developed regions in accordance with the economic and social and political systems in force, tends to be concentrated in dominant areas and groups, despite efforts of different and even contradicting social or philosophical value. The knowledge and possibilities for action available in development planning institutions consequently face the major challenge of adjusting to benefit the majorities, whose possibilities of choosing the basic characteristics of the economic orders which uphold them are conditioned or determined by the forces of society and the resulting political régimes.

In the sub-hemispheric framework of nations and states, the technical planning and study bodies, despite various limitations, have made a contribution to the clarification and formulation of means of solving

/Latin American

Latin American and Caribbean problems, which have carried weights in the formulation of proposals by third world and non-aligned countries and by the centres of influence of developed countries and organizations of the international community.

One must be aware, however, that the centre of production and dissemination of knowledge and of the power and influence of the developed nations foster within themselves and outside the use of terminology and conceptualizations based on interests, perspectives and social Weltanschauung which are not ours. Doctrines, ideologies, theories and even methodologies for the study and planning of development from developed countries affect us and although use must be made of them, it is also necessary to develop our own instruments in terms of our best interests and social and philosophical considerations.

Furthermore, there is awareness and also evidence, accentuated by the vast size of the present international crisis as its most prominent in the context and scope of the world capitalist system, that new demands are pressing on the social consciousness of those persons who devote their best efforts to the investigation of development and its planning. The preponderance of specific new topics such as the environment, and the impact of new and renewed emphasis on those of a general nature such as the participation of the people or the nation, reveal a spine-chillingly negative balance of life for the majority social groups of the sub-hemispheric nations and for these groups in relation to the developed world. The essential continuity of conditions of living revealed in the human condition and finally the individual and social rights of persons and the community, are bound up with the essential continuity of the international economic and political order and specifically that of national societies and states.

The contribution to change and its institutionalization among our
/nations contains

nations contains elements in individuals and in national and international institutions for the study and planning of development, without which significant progress in the quality of living can only conceivably be achieved at a very high cost, both for those who most need it and in relation to them, and qualitative changes in the style of living and consumption of those persons who have obtained objectively privileged situations. It is on the basis of these specific national and supranational conditions and demands that the contribution to knowledge and action must take the form of a better work by the scholars and workers of development planning.

Like our great Fatherland, the vocation of change inherent in the practice of planning among us is both one and many. But if progress is to be accumulative and expansive, it must be contained within an overall view of the problems, from the subcontinental, hemispherical and world angle, and must have a direction and significance resulting from the coincidence, convergence and consensus of different orders of values. Although there are still remnants of almost prehistoric oppressions, we find ourselves in a planetary era of power constellations and the problem situations consequent on them which demand co-operation which is simultaneously strict, serious and daring; this co-operation still has much to face and much to perform in horizontal terms among our own peoples, both bilaterally and multilaterally.

If account is taken of national realities, objectives and projects which are naturally different, the work of study and planning at the international and germinally supranational levels, as in Central America and the Caribbean and the Andean sub-region, has a basis of experience from within our nations, since in them the practice of planning sometimes must contribute, - as it has undeniably done and is doing -

/to forging

to forging an awareness of national reality and the explicit expression of national objectives and projects, while at other times, it must supply criteria and proposals which stem from the knowledge acquired and the form of action; in order to link up national ideas and demands where there are areas of conflict and areas of consensus and co-operation.

From the angle described above, the only conceivable integrated development differentiates analytically between the practice of foreseeing and formulating alternatives; this integration in turn must respond to a lucid and strictly formed humanistic attitude which in consonance with its value concepts affirms the pre-eminence of the well-being of all men, individually and collectively, this being a fertile nucleus for having more, especially for being more, and lastly for being worth more. This gives rise to a distinction of a second order, which also offers security for the institutionalization of development.

In view of the evidence of a practical nature which leads to the preservation of the best resources of our peoples - the ultimate basis for all real security - the Peruvian Government has for the past ten years been strengthening national planning machinery and is aiming at bringing a democratic influence to bear on machinery of a private or co-operative and social nature, so as to complete a national circuit. This is why steps taken internationally by the governments in the fields of diplomacy and financial, scientific and technical co-operation have been making for mutual understanding and a rational and pacific means of dealing with differences, and still continue to do so.

International living makes use - and should do so to an even greater extent - of the resources of those who practise planning in order to furnish criteria and proposals which will reduce areas of

/conflict and

conflict and expand areas of co-operation, on a similar basis to what planning accomplishes or may accomplish within the republics themselves, provided that they have appropriate material, technical or intellectual support and a political will for planning in the Government and the community as well as a social consensus typified rather by dialogue than by insoluble confrontations.

The above reflexions conceived in Peru 16 years after the institution of development planning responsibilities with the co-operation of multilateral bodies and agencies from other States, take on greater practical and doctrinal significance in so far as diagnosis, and forecasts of trends and possible alternatives are irreplaceable in selecting a desirable national image susceptible of being achieved in within a deadline which is historically acceptable for the entire nation. This cannot be improvised even with the best good will in the world.

Development planning institutions and practice in Peru emerged in 1962 under an institutionalized military government, and have made irreplaceable contributions towards government democratization.

In Peru the technical bodies have made a significant contribution to determining political objectives and building up the national project; we shall mention some of the proposals which represent the central nucleus (where there is still room for improvement) of a national planning doctrine, based on revolutionary humanism marked out by ideological bases, the application of relevant theories and the practice of planning.

These proposals are:

- Planning oriented according to values of social change and therefore not neutral but committed to the achievement of lofty national interests in the form of national objectives and the political objectives of the Government.

/ - Planning

- Planning decentralized in functional terms and increasingly in territorial terms which together with the regional development bodies aims at a new political and technical dimension of planning.
- Planning with the essential function of rationalizing the structure and operation of the State.
- Planning with a tendency to be integrated and brought into line with the national defence planning for the consolidation of an integral system.
- Concerted planning, i.e. based on the consensus of the different entrepreneurial systems of economic pluralism, especially in the field of the production of essential goods and services for the population.
- Participatory planning so that all the above will result in conditions for the participation of the population from the base to the national centre in the process of rationalization inherent not only in micro- but in macro-social decisions, in keeping with the social and political pluralism which it is aspired to achieve on the basis of our specific national situation.
- Farsighted planning both in the diagnosis and the long-term plan, and the production of know-how and techniques which constitute a reserve of information, theories, methods and instruments for the development not only of the system but of democratic society.
- Lastly, progressive planning, with machinery for self-appraisal and correction which will be more all-embracing and take in new topics and responsibilities such as the environment, human resources, science and technology or population.

The above proposals which form part of the lessons resulting from experience and from connexions with other technical bodies and political

/planning levels

planning levels in the sub-hemisphere, constitute the teaching which is proposed as the planning doctrine for Peru; it has a basic national nature because it is committed to the effort to achieve national integration with its own transforming element for the construction of a just society using the country's own methods of action and its own development model, and not only models of growth or modernization.

The Second Conference should therefore serve as an appropriate framework for deliberations of a technical nature for this preliminary meeting, with the certainty that its position in the analysis of the present and the foreseeing of the future will permit the strengthening of a rational approach without which the decisions of authority and those of a more general political order would have no basis for acceptance or implementation.

The great aspirations towards a better future of solidarity for our nations should also be based on the modesty and humility of those who seek truth and are disposed towards healthy reconsiderations or emphatic affirmations or reaffirmations with which it is possible to surpass the limits of the social action both of those who govern and those who are governed. Progress to date should serve as a moral and intellectual spur to close the knowledge and action gap which is a challenge in the path towards authentic development.

I have taken the liberty of expressing some reflexions on the practice of planning which I am sure - and indeed hope - will be an encouragement for your contribution to this event, and mark a step forward in the perspective of a better life for all. As a Peruvian who aspires to see his people existing in a community of nations who are truly equal, I have the honour of welcoming you in the name of the revolutionary Government of the Armed Forces to the Meeting at the Technical Level of the Second Conference of Ministers and Heads of Planning of Latin America and the Caribbean.

/SUMMARY BY

SUMMARY BY COUNTRIES ON THE DEBATE OF ILPES' WORKING PROGRAM

BOLIVIA

The delegation from Bolivia took the floor in two occasions. In the first one, it made a brief comment about the economic evolution in Bolivia ever since the time in which this country was a mining center, up to our own days. The comment included references to planning efforts in Bolivia, which were greatly supported by CEPAL and ILPES with great capacity to adapt to the country's changing requirements, being thus possible the designing of the Decennial Plan 1962-1971; as well as the Quinquennial Plan 1976-1980, which were divided in two stages: the first fundamentally of economic development, and the second, of social development. It was mentioned, that the resources to finance the actual Plan come fundamentally from the Public Sector, and to try on the other hand, to include the social and economic aspects into the New Quinquennial Plan.

The second participation was used by the Delegation from Bolivia to propose that inventories on human resources trained to develop planning activities should be made, so that ILPES training programs may be reviewed according to needs.

HONDURAS

Honduras emphasized the importance of Horizontal Cooperation and suggested to place emphasis on the regional social and Public Sector aspects.

It suggested that the Counselling given by ILPES to Latin American governments should be free, for which it was proposed due to the shortage of ILPES resources, to increase the Governments quotas to such a degree that the Institute may offer free counselling. It emphasized the historic role of ILPES, and recognized its fruitful

/work. The

work. The delegation also mentioned the convenience of establishing a formal Academic recognition, different from the traditional one, for the graduates from ILPES courses by means of Academic Titles.

JAMAICA

The delegation from Jamaica, mentioned its satisfaction because, for the first time, a National Planning Course for the Caribbean area will be held in 1979. It proposed that such courses will be offered at least once a year in the Caribbean.

The delegation suggested that in the future, ILPES activities should give more attention to research on Planning in small countries, since due to their own characteristics, they require specific methods to start their Planning systems.

The delegation mentioned, that not only Jamaica, but in general all English speaking countries, have been very little favored by the advances achieved by ILPES and CEPAL, because their publications can hardly be gotten in English. It was then mentioned the convenience of making an effort to translate the documents of these institutions to enable the incorporation of the Caribbean to the Planning efforts of Latin America. In regards to professional assistance, it was mentioned that it had been little or insufficient, suggesting an enlargement in Counselling and to stimulate Horizontal Cooperation.

MEXICO

The mexican delegation expressed its satisfaction because of the fact that the ILPES Program presented, gathers all the proposals made at the meeting in Panama and furthermore incorporates new elements that greatly enrich the Program's Content.

In the same way, it emphasized the importance of the functioning of a system of Information about the different aspects of Planning in Latin American countries and the Caribbean; information that must necessarily be elaborated in English. The Mexican Delegation

/also expressed

also expressed the convenience that in a near future, ILPES make explicit the National and CEPAL resources susceptible to be mobilized for research.

PERU

The Peruvian delegation indicated the convenience of in-depth research on the integration of social and economic aspects of Planning, emphasizing the importance of the social aspect which had been left behind and should be considered a component of global planning.

In terms of cooperation, this delegation suggested reaching brother continents of Asia and Africa, where there have been important advances in the field of planning, since an exchange of experiences would be highly useful.

COSTA RICA

This delegation suggested increasing efforts to make Planning participational; hence planning would have to be located in terms consistent with the socio-economic context in which it develops. In another sense, the Costarican delegation discussed the need for in-depth research, and exchange of experiences on elements that may enable coordinating regional and sectoral fields and relation between short and medium-terms.

Emphasis was placed on the need to pay attention to errors committed, in order to learn from them and not to repeat them; to this effect permanent communication among planning organisms would be highly useful.

CUBA

The Cuban delegation informed that with respect to the cooperation that this country offers to ILPES, it has organized a meeting of planning experts of the Caribbean area to be held in Havana in 1979.

/Making reference

Making reference to the question posed by ILPES Director, Dr. Jorge Méndez asking whether Cuba needed ILPES assistance or not, the Cuban delegation indicated that it would be interesting to have it, given that, in spite of different approaches towards planning, it is possible to learn from the experiences of other countries. The delegation mentioned that collaboration should be mutual, that is, also on the part of Cuba towards ILPES, he indicated that it would be useful for Latin America to take into consideration the experience of some organisms like CAME.

CHILE

This delegation reiterated the convenience of promoting horizontal cooperation pursuant to his proposal made in Caracas and Panama, had mentioned his experience on the organization of planning documentation centers; he pointed out that the assistance program should be closely related to horizontal cooperation.

Development status and perspectives in the region's countries have substantially changed during the last decade, since there are new development models and policies; all of this alters technical requirements of assistance, and demands that ILPES adapt itself in order to address the requirements of the new reality of the countries of the region.

Horizontal cooperation among the countries of the region, through the voluntary contribution of national technicians, is a mechanism that should significantly be increased at ILPES, in order to make possible the exchange of experiences and use of existing technical resources to the benefit of countries which are interested in applying them in their areas.

/GUATEMALA

GUATEMALA

Posed the increasing need to connect the technical development of planning with its practical implementation, and that ILPES adapt itself to new realities within a more specific approach. Courses should be based more and more, on national reality, but this implies relying upon integration with the rest of the programs.

BRAZIL

The delegate pointed out his trust in the capacity of the Institute to adapt itself with flexibility to specific needs, as well as to discussions on the working program.

VENEZUELA

The Venezuelan delegation, through discussion on the importance of participation of the different social groups on planning, and on the need to instrument operational evaluation systems (of national as well as regional level policies, above all) proposes that both training and research and assistance from ILPES be oriented towards each country's interests, complementing the Institute. He emphasized the importance of horizontal cooperation, as well as that planning be considered an instrument to serve social objectives through development.

In general, the delegations complimented the Minister of Planning of Peru for his speech, and many of them shared the concern expressed by Dr. **Jorge Méndez**, ILPES assigned director.

Executive Secretary of CEPAL

The presentation of the Working Program marks the end of a transition phase, which enables insuring the dynamic and flexible nature of future ILPES action. He suggested giving a specific approach to

/the meeting

the meeting to be held in Havana to counteract the slight presence of the Institute in the Caribbean; strengthen horizontal cooperation, technically supporting government participation; and granting special importance to the possibilities for cooperation with similar organisms in Asia and Africa.

It suggested a greater cooperation with National Training Centers, that could periodically carry out the Central Course, which will give ILPES a greater capacity to take care of new priorities.

