



# CEPAL

COMISION ECONOMICA PARA  
AMERICA LATINA

CENTRO LATINOAMERICANO DE DOCUMENTACION  
ECONOMICA Y SOCIAL



DRAFT DESIGN AND STRATEGY  
FOR INFOPLAN DEVELOPMENT

Santiago, Chile, Abril 1980

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## INTRODUCTION

Horizontal co-operation has been identified as an important component of a strategy to overcome the economic and social development problems of the developing countries. One of the areas where horizontal co-operation could be put into practice is in the planning field due to its importance and the consequences implied in decision-making. In April 1977, the First Conference of Ministers and Heads of Planning of Latin America held in Caracas, Venezuela, adopted an agreement to set up a System of Co-ordination and Co-operation among Planning Bodies of the region and stated that:

"The main objectives of the System shall be to serve as a form for the planning bodies of the countries of Latin America, to bring about better knowledge and closer links among them; to promote and carry out exchanges of national experience in economic and social planning and to establish ways of implementing joint action to promote, through planning, suitable machinery in order to strengthen co-operation among the countries of the region".

At its Seventeenth Session, CEPAL adopted resolution 371 (XVII) which endorses the creation of the System and requests ILPES to support the governments in their co-operation and co-ordination efforts in planning matters.

In the horizontal co-operation context, information was considered as an important variable where actions towards co-operation and co-ordination could be implemented. Therefore, one of the recommendations made by the ILPES Technical Committee in a meeting held in Panama in April 1978 was to create an appropriate mechanism to take this aspect into account. The recommendation requested the Institute of Social and Economic Planning (ILPES) to propose the necessary measures - and to put them into practice - in order to ensure:

- (a) The widest possible dissemination of planning studies and research;
- (b) The keeping of a register of information on the results of the work of the planning bodies.

The System of Co-ordination and Co-operation among Planning Bodies seeks to make planning a better government instrument for improving levels of development in each country, and also seeks to achieve co-operation and integration through joint activities laid down in the economic and social development plans.

In order to achieve this double objective a joint project was started in January 1979 by CLADES and ILPES with the generous financial aid of the International Development Research Centre of Canada which is directed to the creation of an information system for planning (INFOPLAN). This information network will supply - in the near future - up-to-date background data on the results of national planning efforts so that these experiences might be used by individual countries, by groups of countries or by the region as a whole according to their particular requirements.

In short, what is proposed is to strengthen the planning process in the specific area of information through the creation of an Information System for Planning, and complement it with activities already in progress in the areas of training, advisory services and research, and with other co-operation activities such as, for example, those being carried out among the planning bodies of Latin America.

To design and implement the Information System for Planning, certain activities and studies were carried out by CLADES, ILPES, DOCPAL, the Caribbean Documentation Centre (CDC) and planners of different countries of the region. The activities involved can be grouped in:

- (a) Typification of planning users of the information system;
- (b) definition of the characteristics of the information necessary for the different levels of planners;
- (c) adaptation of documentation technical tools to meet the information needs of the planning audience;
- (d) type of services required and offered by the information system to planners.

/(a) Typification



(a) Typification of Planning Users of the Information System

The principal users of the information system at the national and regional level will be the planners and among them specially those involved in policy-making. But the system should consider, as well, as future users of the information collected in it, the communicators, managers, researchers, teachers and students concerned with the study of planning subjects. The majority of these users will come from the same organizations and institutions which produce most of the planning literature. These organizations and institutions are:

At the national level:

Ministries of Finance, Planning and Development;  
National Statistical Offices;  
Central Banks;  
Sectoral planning offices which feed Central Planning Agencies;  
Universities and other research centres;  
International organizations, etc.

At the regional level:

Regional planning and integration agencies and bodies, Research Institutes specializing in Latin America and the Caribbean.

(b) Definition of the characteristics of the Information necessary to the different levels of planners

To be able to define the information needed by the users of the system, broad categories of potential users were defined and for each one of these categories the type of information necessary was assigned as a simplification of what was expected of them while accomplishing their work.

The categories of users and the information needed in their official activities are the following:

Type of users

<u>Type of users</u>	<u>Information needed</u>
(i) Political authorities or decision-makers (Ministers, Executive Secretaries, etc.)	synthetic information prepared by the advisors for decision making; information on planning of a general type to be used in speeches, official communications, etc.
(ii) Advisers, team which provides condensed information for the political authority	all the national information on planning produced in the country; world-wide information produced on planning but with special emphasis on those areas of greater importance to the country and its level of development.
(iii) Administrators or personnel who carry out the planning actions and projects	laws, decrees, handbooks of procedure, norms, etc.
(iv) Legal advisers	laws, decrees, etc.
(v) Mass-media communicator	literature on planning not highly technical.
(vi) University professors	all kinds of literature on planning with special emphasis on theoretical documents.
(vii) Students	the same kind of literature.

(c) Adaptation of documentation technical tools to meet the Information needs of the Planning Audience.

One of the hardest tasks undertaken by CLADES and ILPES has been the adaptation of indexing and abstracting methodologies to suit the information needs of planners. Steps have been taken to create the appropriate methodologies for:

- (i) preparation of abstracts intended to be an adequate vehicle for the selection of planning literature by planning experts;
- (ii) production of high quality abstracts through the preparation of model abstracts and models for analysing and extracting information from planning documentation;

/(iii) creation

(iii) creation of adequate machinery for access to planning literature by means of:

- bringing DEVSIS categories into line with planning literature;
- creation of a strategy for the allocation of descriptors in keeping with the DEVSIS categories.

With the application of these methodologies and the preparation of handbooks by CLADES a standardized product is expected.

(d) Type of services required and offered by the Information System to planners

Since there is an urgent need for information in the planning sector, CLADES and ILPES had to reduce these demands to a realistic level during the first phases of the project.

The services offered by the system are the following ones:

- (i) information on bibliographic references which will appear in a bi-annual publication called PLANINDEX;
- (ii) searches, upon request, on the data base;
- (iii) possibilities of obtaining copies of part or complete documents on planning.

The first part of the report discusses the general principles of the project and the objectives that have been set. It also outlines the methodology that will be used to collect and analyze data. The second part of the report presents the results of the study, including the data collected and the analysis performed. The final part of the report discusses the conclusions that have been drawn from the study and the implications of the findings.

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## CHAPTER I

### Design of the Information System for Planning

The project to create the Information Planning System (INFOPLAN) has been considered as a feasibility study previous to its regular operation period. From there on, the project will become an information system conceived as part of the System of Co-ordination and Co-operation among Planning Bodies being ILPES its Secretariat. Therefore the information system will have as its principal user the planning experts not excluding other future audiences for its services.

To make the project feasible, three phases have been considered in its structure, each one with very clear characteristics: (i) a highly centralized phase in CLADES; (ii) a partially decentralized phase; and (iii) a totally decentralized phase.

The partially decentralized and the totally decentralized phases will probably co-exist due to the different stages of development of each national information infrastructure in the countries of the region.

#### 1. Centralized phase

Special emphasis has been given - during the first year of the project - to the participation of national planning experts in the design of the system in order to reflect their interests in the expected products (i.e.: PLANINDEX) and indirectly promote their full participation as well as the participation of the countries of the region in the project. The involvement of the planning experts with the project was clear in the two meetings held in CLADES (April and June 1979) where draft of its design was submitted to them.

##### 1.1 Scope of the Information System

During the centralized phase of the project certain decisions were taken in relation to the scope of the system so as to enable it to achieve some of its objectives, such as the creation of a data base on planning literature in CLADES. Therefore some limitations were considered in terms of subjects and types of documents to be included in the data base, geographical coverage of participating countries, etc.

/The geographical

THE HISTORY OF THE UNITED STATES

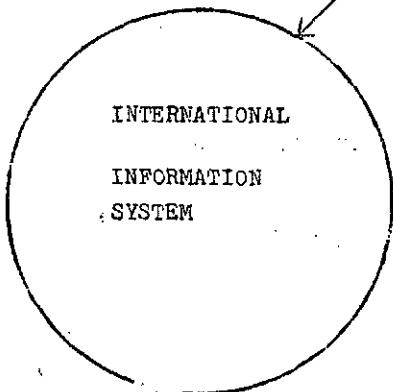
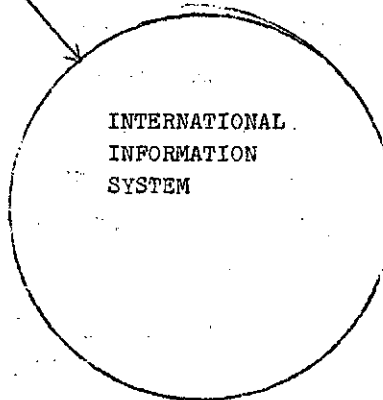
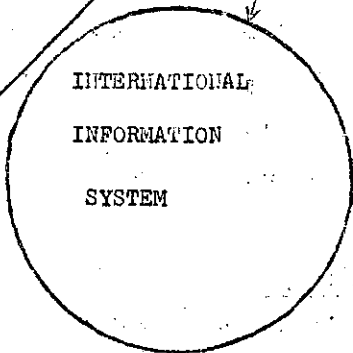
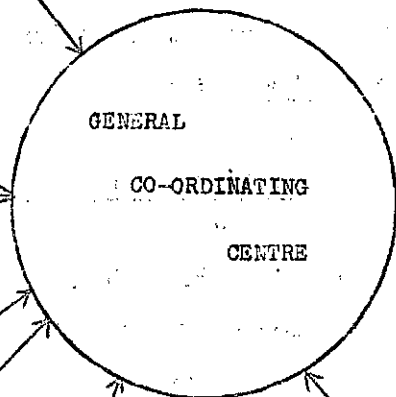
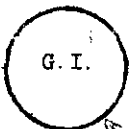
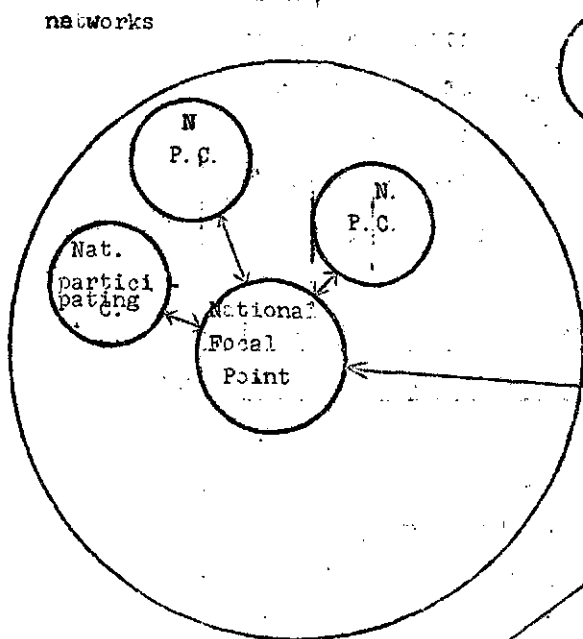
The history of the United States is a story of growth and change. From the first settlers to the present day, the nation has evolved through various stages of development. The early years were marked by exploration and the establishment of colonies. The American Revolution led to the birth of a new nation, and the subsequent years saw the expansion of territory and the growth of industry. The Civil War was a pivotal moment in the nation's history, leading to the abolition of slavery and the strengthening of the federal government. The 20th century brought significant social and economic changes, including the rise of the industrial revolution and the emergence of the United States as a global superpower. Today, the United States continues to face new challenges and opportunities, and its history remains a source of inspiration and guidance for the future.

The early years of the United States were characterized by a spirit of adventure and exploration. Settlers from Europe and other parts of the world came to the New World in search of new lands and opportunities. The first permanent English colony was established in Jamestown, Virginia, in 1607. Over the years, other colonies were founded, and the population grew rapidly. The American Revolution, which began in 1775, was a struggle for independence from British rule. The Declaration of Independence was signed on July 4, 1776, and the United States was born. The new nation faced many challenges, including the need to establish a government and defend its territory. The Constitution was drafted in 1787 and put into effect in 1789. The early years of the Republic were marked by a period of relative stability and growth. The United States expanded its territory westward, and the economy began to develop. The Civil War, which lasted from 1861 to 1865, was a major turning point in the nation's history. It resulted in the abolition of slavery and the strengthening of the federal government. The 20th century brought significant social and economic changes. The industrial revolution transformed the economy, and the United States emerged as a global superpower. The Civil Rights Movement of the 1950s and 1960s led to the passage of laws that ended segregation and discrimination. Today, the United States continues to face new challenges and opportunities. The history of the United States is a story of growth and change, and it remains a source of inspiration and guidance for the future.

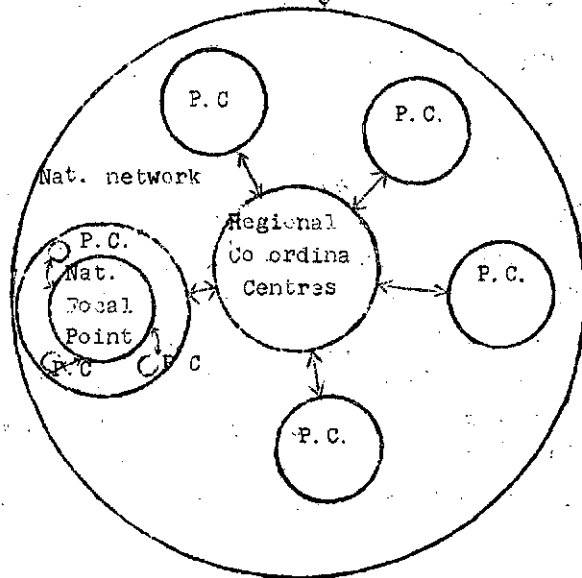
# INFORMATION PLANNING SYSTEM (INFOPLAN)

G.I.	- governmental institutions
Other I.	- other institutions at the national level
N.C.I.	- national participating centres
P.C.	- Participating centres.

National information networks



Sub regional information network



The geographical scope (countries to participate in the design of the project, in the training courses etc.) was limited to ten or eleven countries <sup>1/</sup> and it was decided that among them the future decentralization of the information system would be tested.

The working language for processing the input for the computer is Spanish in Santiago and English for the CDC, Port of Spain:

### 1.2 Input to the system

One of the first tasks to tackle was the definition of the criterion for the selection of documents to be processed and entered into the data base.

During the meetings held in CLADES it was decided that - in the first year of operation of the project - the data base was going to be fed with the documents collected by ILPES in its years of work in the region and the planning documentation gathered in CEPAL's Library.

The other input considered was the documentation collected, registered and processed on CLADES worksheets in the CDC with Caribbean planning literature, worksheets which would be corrected for standardization purposes in Santiago as a previous step to the entry of the information into the computer.

### 1.3 Technical tools for processing the input

The following decisions were taken to standardize the input for the data base:

- (a) the worksheet used up to now is the one designed by CLADES <sup>2/</sup> to enter the information in the computer;
- (b) for cataloguing purposes the Anglo American rules <sup>3/</sup> are used and complemented for the UNISIST rules <sup>4/</sup> and the IDRC rules; <sup>5/</sup>

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<sup>1/</sup> The countries are the following: Jamaica, Brazil, Bolivia, Colombia, Costa Rica, Guatemala, México, Peru, Trinidad and Tobago, Dominican Republic and Venezuela.

<sup>2/</sup> From April onwards a new worksheet will be used that has been designed by the CEPAL system (CLADES, DOCPAL and ECLA's Library).

<sup>3/</sup> "Reglas de Catalogación Angloamericanas". Washington, D.C., OEA, 1970. 395 p. (OEA, Manuales del Bibliotecario N° 7.)

<sup>4/</sup> UNISIST reference manual for machine-readable bibliographic description, compiled by M.D. Martin, Paris, UNESCO, 1974. 66 p.

<sup>5/</sup> IDRC. Procedures Manual for Descriptive cataloguing. Ottawa, 1976. 34



- (c) for abstracting purposes free language is used;
- (d) for indexing, the OECD Macrothesaurus <sup>1/</sup> is used plus some descriptors created specially for planning matters;
- (e) the input to the system will be organized in broad categories according to those given by DEVSIS;
- (f) the computer programme for the control and retrieval of the input is the DOS version under CMS of the ISIS system delivered by the IDRC to CEPAL in 1976. The hardware is an IBM 370.

#### 1.4 Technical support

Through the work implied in the creation of the data base, CLADES has had the opportunity to test new view points on the processing of documentation which imply the adoption of new methodologies as well, such as: abstracting methodologies, typification of planning documentation and the relation of the type of documents with the DEVSIS categories, etc., findings which will be transferred to the documentalists of the region in the training courses as a way of normalizing the input for the computer as far as the quality of the abstracts are concerned and taking into consideration the information needs of the planning experts.

During this stage of the project certain activities will be accomplished necessary for the future decentralization of the project such as:

- (a) training courses (one) in CLADES or in the region for documentalists to permit the transfer of the know how acquired by CLADES and permit in this way a rational distribution of responsibilities in the information system<sup>2/</sup>;
- (b) advisory services to help strengthen the national information infrastructures;
- (c) preparation in CLADES of a manual introducing a standard methodology for filling out the bibliographic worksheet;

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<sup>1/</sup> OCDE Macrothesaurus para el Tratamiento de la Información relativa al desarrollo Económico y Social. Paris, 1979. 428 p.

<sup>2/</sup> At the request of the Caribbean Documentation Centre (CDC) CLADES organized a training seminar in Port of Spain in 1979 as a result of which the CDC has been able to process information on worksheets as an input into the computer and has started, as well, to decentralize some abstracting activities in countries of the region.

/(d) preparation

- (d) preparation in CLADES of manuals with abstracting methodology to help documentalists select the information useful to planners that should be recorded in the abstracts.

#### 1.5 Products of the Information System and Services

As a result of all the above mentioned activities certain products are expected of the system:

- (a) creation of a data base on planning documentation;
- (b) PLANINDEX, bi-annual publication containing all the information processed during a six months period; it will have ample distribution among planning bodies in the region. This publication will continue appearing in all the phases of the project as well as in its future regular activities since it is one of the objectives of the project.

In the line of services offered by the system, mention could be made of:

- (a) bibliographic searches on the data base upon request;
- (b) photocopies of chapters, or parts or full copies of documents on planning upon request.

#### 1.6 Information storage

Three kinds of information storage can be mentioned in this period of the project:

- (a) storage of the bibliographic information in the data base created by CLADES;
- (b) storage of the documents collected by ILPES and kept by CLADES as its holdings;
- (c) storage in CDC, Port of Spain, of the documents on planning processed in worksheets by the CDC and forwarded to Santiago as an entry to the data base.

The basic idea was to have - at the very start of the system - centralized information storages (the data base as well as the documents) which would permit offering efficient services to its potential users.

## 2. Partially decentralized phase

The partial decentralization stage of the information system will be the result of all the activities already accomplished but principally will be a product of the training course given in CLADES and the level of development of the national information structure in each one of the countries attending the training seminar.

The elements and grades of decentralization will vary according to the conditions of national human resources available, level of organization of the national information system, etc. So this partially decentralized phase will be structured on a very flexible model that permits its adaptation to the different possibilities existing in the countries of the region.

Independent of flexibility, CLADES will work with the region by making a rational distribution of responsibilities <sup>1/</sup> through the selection of national focal points for INFOPLAN. These focal points will be the basic elements on which the whole system will lie and CLADES suggests that these focal points be the information units of the Ministries and Offices of Planning.

### 2.1 Scope of the Information System

In this stage of the Information System where certain activities will be tackled in a decentralized way, it is necessary to clearly define criteria for instance, for the selection of documents that should enter into the system, geographical coverage of the project, etc.

As to these criteria the following could be mentioned:

- (a) the system should consider the participation of 2 to 3 countries as a pilot project to approach the different levels of decentralization; CLADES visualizes the participation of Colombia, Guatemala and Brazil.
- (b) eventually the eleven countries mentioned before should start participating in the project with some decentralized activities according to their possibilities;

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<sup>1/</sup> For the distribution of responsibilities, please see Chapter II point (a).

(c) the documentation to be entered into the data base should be limited - during this phase - to the documents produced by the central planning office in each one of the participating countries;

(d) the working languages, besides English and Spanish which were considered in the previous phase, will be the mother tongue of those countries that might send information to CLADES' data base or are creating their own data base as part of INFOPLAN.<sup>1/</sup> It has been considered as a feasible alternative that some countries publish their own national bibliography on planning separately but as part of PLANINDEX as a way of eliminating the complex computer problems derived from the simultaneous use of several languages in the data base.

#### 2.2. Input to the system

According to the possibility of each country the input to the system could be:

- (a) remittance to CLADES of planning documents produced in a country for further processing in Santiago and inclusion in the central data base;
- (b) delivery of worksheets to Santiago with information on national planning documents prepared in a country to feed CLADES' data base;
- (c) creation of national data bases on planning literature.

#### 2.3. Technical tools for processing the input

In this stage of the system the same technical aspects of the centralized phase will be valid.

#### 2.4. Technical support

In this phase of the system the same elements of technical support already mentioned are valid as well as some additional ones. Therefore the following activities should be considered:

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<sup>1/</sup> One of the other languages that CLADES has considered as of possible use is portuguese since Brazil seems to be one of the countries where a highly decentralized planning information system could start.

- (a) training courses in CLADES or in the region for documentalists;
- (b) advisory services to strengthen, where necessary, the national information infrastructures;
- (c) updating of handbooks, where necessary, to introduce a standard methodology for filling out the bibliographic worksheet;
- (d) revision of handbooks and other documents prepared by CLADES on abstracting methodology to help the documentalist select the information that should be recorded in the abstracts for the use of planners.

#### 2.5 Products of the Information System and Services offered

Basically the products of the system will be the same as well as the services that can be offered. But one additional service could be considered at the national level, that is the one that can be obtained through the manual processing of information on planning compatible with ISIS as opposed to automated processing in those focal points (either national or sub-national) where no computer facilities are available.

#### 2.6 Information storage

In relation to this item, the same characteristics of the centralized phase will be repeated with the exception that a new element might be incorporated according to the level of decentralization reached by a country; the national or sub-national focal points will start collecting and organizing the documentation on planning produced locally. With it they will offer, on the one hand, services to local and international planning experts and on the other, they might feed the CLADES data base with worksheets corresponding to these documents or build their own data base and provide CLADES with this input through a magnetic tape.

### 3. Fully decentralized phase

It seems very difficult to foresee at the moment the course INFOPLAN might take in its regular operational period since so many variables could influence or decide its future structure such as: the participating countries decision, considering individual decisions or regional decisions on the patterns the system should follow: condition

/and level

and level of development of the national information infrastructures; awareness and sensitiveness to the information problem as a whole of the different national authorities; available human and financial resources; development of international information networks, etc.

Therefore we can only mention some of the possible administrative structures that the system can take:

(i) INFOPLAN/LATIN AMERICA as another component of a worldwide information system (i.e. DEVSIS) participating in it in a similar way as Latin America participates in INIS, where - for the output - great emphasis is laid on the national networks who respond directly to INIS/Vienna;

(ii) INFOPLAN as a component of a worldwide information system which has its own output in a similar way to AGRINTER in relation to AGRIS; and,

(iii) INFOPLAN visualized as the sum of the national information systems giving birth, in this way, to the regional INFOPLAN organized in a decentralized way at the national level. This structure seems to be the one followed at the moment by DEVSIS (i.e. DEVSIS/Pakistan, DEVSIS/Canada, etc.).

A wide spectrum for the operation of the system has been considered, but of all these alternatives number (ii) seems to be more in line with CLADES though in the sense of promoting a full decentralization but with a co-ordinating body. This alternative is, as well, the most accepted by countries in the region.

Ideally INFOPLAN will work simultaneously with all the countries in the region. But to cope with all the activities and different levels of action required it is necessary to define responsibilities as well as a clear distribution of work. Under this perspective three possible instances have been envisaged: (i) national focal points, heads of the national information network on planning; (ii) regional focal points, responsible for a geographical area; and (iii) general co-ordinating centre, responsible for the efficient development of information system. Each one of these instances will be responsible to carry out certain activities.

## CHAPTER II

### Distribution of responsibilities among centres for the operation of the Information System

#### (a) National focal points <sup>1/</sup>

- responsible for the creation of a national information network in planning through the completion of the following activities:
  - (i) establishment of exchange agreements among information units to increase their respective possibilities of offering exhaustive information services;
  - (ii) establishment of rational bibliographic acquisition programmes;
  - (iii) preparation of union catalogues for a more efficient service to users;
  - (iv) promote the organization of the document collection on planning in such a manner so as to offer timely services to internal and external planning experts;
  - (v) if the system in the country has come to an advanced stage of decentralization, the focal point should be receiving from the network information for the National Bibliography on Planning and provide for its publication.

#### (b) Regional focal points

This instance may or may not exist in the structure of the information system, depending on the level of maturity and development of the existing information infrastructures in the geographical area that they cover. Their responsibilities are very much the same as the ones mentioned for national focal points with the addition that, if the national infrastructures are not mature enough to collect and organize their own input into the system, this task will be absorbed by the Regional Centres.

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<sup>1/</sup> Ideally the national focal points for INFOPLAN should be located in national planning offices and Ministries.

As a clear example of a regional focal point, the Caribbean Documentation Centre (CDC) of CEPAL/Port of Spain can be mentioned. It has taken steps towards the decentralization of the system and the creation of a regional information network on planning and has been feeding the CLADES data base with the worksheets containing information on Caribbean documents on planning.

(c) General Co-ordinator Centre for the System

The responsibilities of this centre could be:

- to carry out research work on documentation techniques that might help indexers and abstracters to produce - at a reasonable cost - the processing of planning documentation; this could be tackled through the preparation of very simple manuals indicating the best and shortest way of producing good quality abstracts for PLANINDEX;
- continuous revision of the design of worksheets and manuals according to the always changing needs;
- to keep carrying out research work on computer techniques for better results;
- to organize training seminars and offer advisory work to strengthen the national networks and assure better and more exhaustive information into INFOPLAN;
- study and communicate on standard norms for the processing of information;
- keep in close contact with users and National Focal Points to check that the information inquiries have been answered fully and in a timely way;
- study the need to increase the controlled vocabulary and suggest additional concepts;
- standardization of this controlled vocabulary;
- accomplish part of the work involved in the preparation and processing of the material to feed the data base on planning in those countries that are not yet prepared to do so;

/- carry out



- carry out successive evaluations of the information system;
- organization of meetings to discuss these evaluations and the modification that might be suggested as a result of the evaluation;
- organization of meetings for other purposes such as: discussion of norms, controlled vocabulary, etc.;
- create the necessary connections with other existing international information systems for an efficient exchange of information as well as to co-ordinate activities in the region.

Besides these general responsibilities, the centre should absorb others of a more technical nature, such as:

- to maintain and keep up to date a complete data base of information on planning;
- to give services with it when necessary;
- to publish PLANINDEX with information of those countries that have not entered into the fully decentralized phase yet, etc.

CLADES seems to be clearly the centre which can play the role of the General Co-ordinator of INFOPLAN since it counts with the human resources necessary to cope with the responsibilities mentioned under this item. Most of the activities in which CLADES has been involved during 1979 correspond to those described for a General Co-ordinating Centre.

On the other hand it should be mentioned that planning has been an area of main concern to CEPAL, so much so that over twenty years ago the Latin American Institute for Social and Economic Planning (ILPES) was created to support the countries of the region in all aspects related to planning. ILPES has played a leading role in Latin America and through its programme of work that has covered training, technical assistance, research, etc., has given birth to a school of thought in planning in the region. Therefore to locate the General Co-ordinating Centre in CEPAL seems an adequate decision.

It should also be mentioned that from the institutional points of view, the INFOPLAN project has been approached as a joint venture of CLADES and ILPES so as to profit of the experiences of both institutions in their respective fields.

CHAPTER III

Brief Description of the Project

INFOPLAN is a joint project of CLADES <sup>1/</sup>, ILPES <sup>2/</sup>, and the CDC <sup>3/</sup>, for establishing an Information System for Planning in Latin America and the Caribbean as a basic component of the System of Co-ordination and Co-operation among Planning Bodies pursuant to the mandates of the Second Conference of Ministers and Heads of Planning held in Lima, Perú.

- In the medium-term:

Implementation of an Information System which will permit co-operation in planning among the countries of Latin America and the Caribbean.

- In the short-term:

- (i) Creation and feeding of data bases containing information for planning so as to provide the countries of Latin America and the Caribbean with information on the subject.
- (ii) Formal participation in the pilot phase of the system of 7 Latin American and 3 Caribbean countries through Agreements which will permit the future regular progress of the system.
- (iii) Assistance in the establishment, strengthening of the National Focal Points taking part in the system in order to prepare the bases of a later decentralization of the information system where CLADES will play the role of a general co-ordinator of the activities involved in a regional network of information for planning.

The achievement of the above objectives covers varying periods of time since during the implementation of the project changes may be introduced in the characteristics of the information system. The period assigned to the pilot project (January 1979 to June 1980) may become longer than was anticipated due to the different timing in which the countries will be incorporated into the system.

1/ Latin American Centre for Economic and Social Documentation (CLADES)  
2/ Latin American Institute for Economic and Social Planning (ILPES)  
3/ Caribbean Documentation Centre (CDC)

INFOPLAN

(Summary of activities)

Phases of the Project	Scope	Input	Technical tools	Technical support	Information Storage	Products
Centralized phase (1979-1980)	CEPAL system and CDC Spanish and English as working languages	<ul style="list-style-type: none"> <li>- Documents collected by ILPES</li> <li>- Documents from CEPAL's library holdings</li> <li>- Worksheets with information on documents of the Caribbean and prepared by the CDC</li> </ul>	CLADES worksheet Angloamerican cataloguing rules UNISIST and IDRC rules Free language for abstracting purposes OECD macrothesaurus for indexing DEVSIS categories	<ul style="list-style-type: none"> <li>- Training courses</li> <li>- Advisory services</li> <li>- Preparation of manuals</li> </ul>	In a data base in CLADES Documents on the Caribbean countries stored in the CDC Documents collected by ILPES and stored in CLADES Documents stored in CEPAL library	<ul style="list-style-type: none"> <li>- Creation of the data base on planning</li> <li>- PLANINDEX, bi-annual publication</li> </ul> <p>Services:</p> <ul style="list-style-type: none"> <li>- Bibliographic searches on the data base</li> <li>- Photocopies of planning documents</li> </ul>
Partially decentralized phase (1980-	Participation of 2 to 3 countries in pilot project to test levels of decentralization	<ul style="list-style-type: none"> <li>- Remittance to CLADES of planning documents for processing</li> <li>- Delivery to Santiago of worksheets to feed data base</li> <li>- Delivery of magnetic tapes with information of national data base or worksheets (1 to 5 countries)</li> </ul>	The same tools mentioned in upper column Addition of new descriptors	<ul style="list-style-type: none"> <li>- Training courses in CLADES and in the region</li> <li>- Advisory services</li> <li>- Updating of manuals</li> </ul>	The same as above Storage of documents in national focal points or national participating centres Creation of data base on planning at the national level	<ul style="list-style-type: none"> <li>- The same as the above mentioned</li> </ul> <p>Services</p> <ul style="list-style-type: none"> <li>- The same as the upper column</li> <li>- Services offered to users at the national level with the collections organized in participating centres or focal points</li> </ul>

Fully decentralized phase 1/

1/ In this phase emphasis has been given to strategy and distribution of responsibilities more than to the activities to be accomplished since most of them will be a repetition of the ones mentioned in the Partially decentralized phase but applied to more countries of the region and to a wider scope of planning documents.

The complexity of the project has led CLADES and ILPES to tackle it in stages: a highly centralized stage in CLADES during the first years of activities and others of progressive decentralization as a result of the activities achieved during the first years of operation of the information system.

During the centralized phase of the project it will be possible to measure the capabilities of the countries for absorbing the responsibilities involved in:

- (a) feeding the data base with information on planning produced in the country; this in turn implies the capacity to identify and collect this documentation and send it to Santiago for processing and entry in the computer;
- (b) distribution of the documentation and information on this documentation produced as a result of the activities of the project among national users of information for planning.

In the decentralized stage of the project it is expected to count with networks for planning information in each country, which would be in a position to provide:

- (a) an information service suited to the needs of the country's users through a rational organization of planning libraries and documentation centres;
- (b) a national bibliography on planning.