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REPORT ON THE JOINT ECLA/BTAO ECONOMIC
DEVELOPMENT TRAINING PROGRAMME

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/This Programme,

This Programme, initiated jointly in 1952 by the Economic Commission for Latin America (ECLA) and the Bureau of Technical Assistance Operations (BTAO) of the United Nations (resolution 4 (IV)), is the product of the accumulated experience of the secretariat staff in economic development programming and serves as an important channel through which this experience is transmitted to the Latin American countries. The Economic Development Training Programme consists of the following two main parts:

(1) The Santiago Course, an eight-month course held at ECLA Headquarters. This course is open to outstanding professionals of all Latin American countries who have been working in fields connected with economic development and who have reached a certain degree of practical experience, maturity and official responsibility;

(2) Three-month intensive courses, held in the countries members of ECLA at their request and by special arrangement with BTAO. These courses are open primarily to nationals of the host country in which they are organized, although the participation of trainees from other countries is not ruled out.

1. Santiago Course

The year 1960 was one of transition as regards the operations of the Santiago Course. During the first two months, this Course (July 1959 to February 1960) was brought to a conclusion. During the rest of 1960, the funds of the Course were used for the preparation of a major expansion which will start with the Course to be given from July 1961 to February 1962.

The Santiago Course has always operated on the fundamental assumption that the assistance it offers to Governments in the matter of economic development is the fruit of the combined efforts of persons of the most highly varied specialities. It is therefore indispensable to provide them with a common conceptual background covering the most important ideas and techniques of economic development programming in order to promote mutual understanding and to enable them to appreciate the importance of their respective contributions and to make the most effective possible use of these contributions in pursuit of common objectives.

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In this connexion, and with particular reference to the work of the ECLA/BTAO Advisory Groups,^{1/} it became very evident that there was a need to broaden the scope and activities of the ECLA/BTAO Economic Development Training Programme. Because of the need to adjust the teaching material with a view to such re-organization, the Santiago Course was suspended - as mentioned earlier - during 1960, but will be resumed in 1961 on a new basis.

The expansion of the Santiago Course will raise the number of trainees who graduate per year from an average of 15 during the past eight years to 35; in addition, the curriculum will be greatly expanded by the introduction of five specialized fields of training in economic development programming. The general part of the course, which previously lasted eight months, will now be contracted to four months, and the remaining four months will be devoted to the specialties. Each trainee will participate in only one specialty, and it is intended to assign approximately the same number of trainees to each field of specialization: thus, about seven trainees will graduate in each field at the end of the first course to be offered in 1961-62.

The five fields of specialized training are: industrial programming; transport programming; public works programming; budgetary and financial problems; and a specialty in advanced work in the field of general economic development programming. It is expected that agricultural programming will be added in the future as a sixth specialty.

The contraction of the general part of the Course, to be taken by all participants, from eight to four months is made possible by the elimination of individual research assignments, which has previously taken up about half of the participants' time, and their replacement by specially prepared exercises in each subject of gradually increasing difficulty, which are intended to familiarize the trainees with the practical problems and working methods pertaining to each subject. In these exercises, the case-study approach will be emphasized.

^{1/} See the report entitled "The experience of the ECLA/BTAO Advisory Groups and the practical problems of programming economic development" (E/CN.12/584).

In order to realize these objectives, which imply a large increase in the academic load of the Programme as well as a greater integration of the contents of each course with the practical problems encountered in the individual countries of the region, the staff of the Training Programme is being expanded. In order to ensure the greatest possible interchange of experience between the Training Programme, on the one hand, and the ECLA/BTAO Advisory Groups, on the other, a group of senior experts in the specialized fields of programming is being created early in 1961, whose function it will be to take charge of the corresponding specialties of the Training Programme and to supervise the work of individual experts in their respective fields in each of the Advisory Groups.

The work of organization and preparation connected with the large expansion in the scope and functions described above has claimed in 1960 most of the resources normally devoted to the operation of the Santiago Course. In addition, five intensive training courses have been given this year, in Bolivia, Brazil, Colombia, Mexico and Uruguay.

The most important task facing the staff of the Santiago Course during this time was the preparation of those specialized fields of programming where the greatest deficiencies in professional tools and empirical data are currently being encountered. These fields comprise the programming of industrial development and of transport development. With regard to public works, budgetary and financial problems and advanced work in general programming, the situation is considerably more favourable, and it was judged that the initial presentation of each of these specialties could be based adequately on generally available materials and the experience of the ECLA/BTAO Advisory Groups during the past two years.

The prospectus of the Santiago Course for 1961-62, which was prepared in connexion with the expansion of the Training Programme and which has been distributed in printed form throughout Latin America for the first time since the Programme was launched in 1952, is appended to this report (see annex). This text provides substantial supplementary information on the organization, curricula and operational methods of the expanded Programme.

2. The intensive training courses

The main purpose of the intensive courses is to provide an opportunity for a large number of officials to participate without abandoning their official duties for long periods of time. In order to facilitate the participation of high-ranking officials, they are allowed to attend the lectures as part-time participants (oyentes) and are excused from seminars and examinations.

The five basic courses - theory of programming, social accounting, preparation and evaluation of projects, the financing of economic development, and administration - also form the nucleus of the intensive courses. In addition, a series of lectures is always given with particular reference to the development problems affecting the country where the course is held.

Since 1959, these intensive training courses have been organized, wherever possible, in conjunction with the ECLA/BTAO Advisory Groups Programme. In these cases more specific attention is given to training those who will be directly concerned with the operation of policy-making machinery after the departure of the Advisory Group. During 1960, intensive courses were held in Bolivia and Colombia in conjunction with the Advisory Groups operating in those countries. Other intensive courses were also organized in collaboration with the host Governments in Brazil, Mexico and Uruguay.

In brief, since 1955 fifteen training courses have been held in eight different countries, during which a total of some 1,080 people have received intensive training. The details of the courses and participants are set forth below.

<u>Country</u>	<u>Number of courses</u>	<u>Participants</u>
Argentina	2	141
Bolivia	1	124
Brazil	5	329
Colombia	3	234
Cuba	1	62
Mexico	1	43
Uruguay	1	72
Venezuela	1	82

/3. Intensive

3. Intensive training courses held during 1960

(a) Bolivia

This course, which was held under the auspices of the ECLA/BTAO Advisory Group and the Government of Bolivia - through its National Co-ordinating and Planning Committee with the collaboration of the Universidad Mayor de San Andrés - lasted thirteen weeks, having started on 14 July 1960.

The participants totalled 124, of which 102 were part-time (i.e. they attended only the basic courses and lectures given two hours each day) and 22 full-time participants who attended the basic and supplementary courses and sat examinations on the five basic courses.

The intensive course constituted a very important step towards facilitating the work of the Advisory Group, not only in the training of personnel collaborating directly with the Group but also in facilitating a better understanding of the importance of the work being carried out in programming methods and techniques. Many professionals working in agencies connected with economic development have expressed their interest in collaborating in the general programme of work, stimulated by their participation in the course or by having attended some of the lectures.

The basic courses were given by members of the Advisory Group and a BTAO expert, while the supplementary course and lectures on the Bolivian economy were given by members of the Advisory Group, international organizations collaborating with the Government.

Table 1 gives information on the participants and lecturers for this intensive training course.

/Table 1

Table 1

INTENSIVE TRAINING COURSE, BOLIVIA,
(La Paz, 4 July to 30 September, 1960)

A. Participants

1. Full-time	22
2. Part-time	<u>102</u>
Total	124

B. Lecturers1. Basic courses

			<u>Lectures</u>
P. Vusković	ECLA	Theory and programming of economic development	23
J. Trebino	BTAO	Social accounting	21
J. Ibarra	BTAO	Preparation and evaluation of projects	27
G. Martner	BTAO	Administration	12
G. Martner	BTAO	Financing	14

2. Supplementary courses

D. Green	Fundamentals of economic theory	4
J. Ibarra	Fundamentals of economic theory	12
J. Powelson	Economic statistics	9
P. Vusković	Economic statistics	6
J. Trebino	Economic statistics	10
J. Jimenez	Budget programming	2
R. Baraona	Regional programming	3
R. Páez	Transport programming	2
D. Oliden	Industrial programming	3
A. Bentsen	Agricultural statistics	1
A. García	Agrarian reform and economic development	3
L. Llanos	Demography	3

3. Lectures on the Bolivian economy

Dr. Sanginés	Work programme of the Ministry of Public Works	1
R. Pérez Alcalá	Outlook for the agricultural development of Bolivia	1
M. Ponce de León	Statistics in Bolivia	1
J. M. de Velasco	Bolivian mining	2
H. Ugarteche	Water transport in Bolivia	1
A. Meyers	Community development	1
J. Bolton	Agricultural extension	1
C. Ferragut	Agricultural credit	2

/(b) Brazil

(b) Brazil

Intensive training courses have been held in Brazil since 1956. The course for 1960 was sponsored by the Government and the Bureau of Technical Assistance Operations and the Economic Commission for Latin America of the United Nations. The ECLA/BNDE Economic Development Centre^{2/} was responsible for its organization.

Of a total of 75 applications 34 candidates were interviewed personally and 52 were accepted. Forty-six participants attended on a full-time and six on a part-time basis.

The basic courses were given by members of the ECLA/BNDE group and lecturers provided by BTAO. Eight supplementary lectures were delivered by Professor Thomas Balogh of the University of Oxford on the following topics: the theoretical basis of control; money, price levels and economic activity; monetary policy in a non-integrated, under-developed area; the structure of savings and investments and banking reform in under-developed areas.

Twelve lectures were given on problems connected with the economic development of Brazil by professionals of the host Government.

(c) Colombia

This course, the same as the one for Bolivia, was held by the Government of Colombia in conjunction with the ECLA/BTAO Advisory Group. The Administrative Department of Planning and Technical Services and the Banco de la República were the sponsoring agencies on behalf of the Government.

Eighty-seven professionals showed interest in participating in the course. Of these, 80 applications were accepted, 33 as full time and 47 as part-time participants. However, at the end of the course there were 56 participants, 16 having dropped out because they failed to attend the lectures or to pass the examinations.

^{2/} Established on 1 July 1960 by agreement with the Banco Nacional do Desenvolvimento Econômico and ECLA.

The five basic courses were given by members of the Advisory Group, except in the case of the financing of economic development, for which specialty there was no expert in the Group. This course was given by an ECLA staff member. The supplementary courses and lectures on the economy of Colombia were given by members of the Group and Government officials working in collatoration with the Group.

Table 2
INTENSIVE TRAINING COURSE, BRAZIL

(Rio de Janeiro, 19 September to 7 December, 1960)

A. Participants

Full-time	46
Part-time	6
Total	52

B. Lecturers

1. Basic courses

			<u>Lectures</u>	<u>Seminars</u>
O. Sunkel	ECLA	Theory of programming economic development	33	10
A. Fracchia	BTAO	Social accounting	37	8
J. Melnick	BTAO	Preparation and evaluation of projects	29	6
A. Pinto	BTAO	Financing	20	-
P. Muñoz Amato	BTAO	Administration	9	-

2. Supplementary courses

T. Balogh	*	Monetary policy	8	
O. Sunkel	ECLA	Introduction to economic analysis	6	1
R. Fretes	ECLA	Statistics	2	7

3. Lectures on the Brazilian economy

Mario Magalhaes	Structure and demographic Growth of Brazil	1
Celso Furtado	Formation of the Brazilian economy	2
Diogo Nunes de Gaspar	Regional characteristics of the Brazilian economy	1
Paulo Pereira Lira	Monetary concepts	1
	Creation of money by the commercial banks	1
	Accounting in the monetary system of Brazil	1
Gerson da Silva	Latin American Free-Trade Area	1
Sebastiao Advíncula Cunha	Trends and problems of industry	2
José Ribeiro Lira	Development of electric power	1
Vinicius Fonseca	Problems of planning the demographic and economic censuses of Brazil	1

/Table 3

Table 3
INTENSIVE TRAINING COURSE, COLOMBIA
(Bogotá, 18 August to 15 December, 1960)

A. Participants

Full-time	20
Part-time	<u>36</u>
Total	56

B. Lecturers1. Basic courses

			<u>Lectures</u>	<u>Seminars</u>
R. Cibotti	BTAO	Theory and programming of economic development	30	13
A. Fracchia	BTAO	Social accounting	30	10
H. Soza	BTAO	Preparation and evaluation of projects	25	7
G. Trancart	ECLA	Financing	19	—
G. Martner	BTAO	Administration	16	2

2. Supplementary courses

H. de Meel	Agricultural programming	10
H. Soza	Industrial programming	11
R. Cibotti	Public investment	9
J. Astellarra	Energy	6
J. Astellarra	Transport	5
G. Gaviria	Projection techniques	7
C. Dabezies	Input-output	11
J. De Kock	Problems of international transport	1
J. De Kock	Transport problems and the common market	1

3. Lectures on the Colombian economy

Alvaro Patiño	The development of the iron and steel industry	1
Jorge Méndez	The Latin American common market and the position of Colombia	1
Alfonso Patiño	Economic development and income distribution policy	1
Bernardo Garcés	The Corporación Regional del Valle del Cauca	1
Carlos de Greiff	Railroad transport problems	2
René van Marbeck	Air transport policy	1
Ricardo Cibotti	Road programme	3
F. Escondrillas	Present status and perspectives of education	1

(d) Mexico

In response to a request from the Government of Mexico, the intensive training course offered in Mexico differed slightly from those given in other Latin American countries, as special emphasis was laid on the preparation and evaluation of development projects.

The organization of the course was undertaken by the ECLA Mexico Office and the Ministry of Industry and Trade.

The selection committee accepted 43 candidates. Of this total 27 were included as full-time and 16 as part-time participants. At the end of the course, 18 full-time and 19 part-time participants finished satisfactorily. This was due to the fact that several participants who failed in their examinations in the earlier courses passed to the part-time category and the rest dropped out.

The Mexico intensive course consisted of seven basic courses, as in addition to the theory of programming, social accounting, evaluation of projects, financing and administration, lectures on multi-purpose projects and linear programming were included in the curriculum.

Supplementary lectures dealing with specific problems of the economic development of Mexico were delivered by national economists. As part of the programme, study trips were made to Ciudad Sahagún, the Miguel Alemán Hydroelectric Plant and the Papaloapan River Basin.

Table 4
INTENSIVE TRAINING COURSE, MEXICO
(Mexico City, 5 June to 27 August, 1960)

A. Participants

1. Full-time	27
2. Part-time	16
Total	43

B. Lecturers

1. <u>Basic courses</u>			<u>Lectures</u>	<u>Seminars</u>
J. Ahumada	BTAO	Theory and programming of economic development	42	22
M. Balboa	ECLA	Social accounting	30	9
J. Melnick	BTAO	Preparation and evaluation of development projects	30	11
A. Pinto	BTAO	Financing	30	4
F. Rivera	-	Administration	20	4
J. Krutilla	BTAO	Multi-purpose projects	10	4
T. Vietorisz	BTAO	Linear programming	34	11

/2. Lectures

2. Lectures on the Mexican economy

1. Interpretation of economic development in Mexico in the last 15 years Victor Urquidi
2. Problems of estimating microeconomic magnitudes in Mexico Eliel Vargas
3. Programming techniques of the public sector in Mexico Gustavo Romero Kolbeck
4. Income distribution in Mexico Ifigenia M. de Navarrete
5. Agricultural problems
 - (a) Agricultural conditions and prospects
 - (b) Improvement of agricultural techniques: agricultural experiments, agricultural extension, use of fertilizers and mechanization
 - (c) Land tenure and its problems
 - (d) Economic aspects of land utilization and alternative possibilities

Marco Antonio Durán

Arnoldo Lerma Anaya
Manuel Meza A.

Carlos M. Castillo
6. Programming of basic public works

Means of communication: roads and railways

Fernando Espinosa
7. Problems relating to industrialization
 - (a) Petroleum industry
 - (b) Petrochemical industry
 - (c) Industrialization of non-ferrous minerals
 - (d) Training of skilled labour

J. Bernette
César O. Baptista

Marcelo Aránburu
Manuel Bravo J.
8. Regional programming
 - (a) Tlaxcala
 - (b) Jalisco coast
 - (c) Projects for the South-East

Fernando Zamora
José Rogelio Alvarez
Manuel Salas
Villagomez
9. Sanitary and educational development

Eradication of malaria

Luis Vargas
10. Fiscal policy and economic development Benjamín Retchkiman
11. Financial resources
 - (a) Financing of public and private investment in Mexico
 - (b) Overall problems presented by the financing of economic development in Mexico

Alfredo Navarrete

Javier Márquez

(e) Uruguay

This Course was held under the auspices of the Government of Uruguay, through the Universidad de la República, and the Bureau of Technical Assistance Operations and the Economic Commission for Latin America of the United Nations.

The selection committee received 96 applications of which 87 were accepted. However, 15 participants were eliminated during the Course, leaving a total of 72. Of these, 22 were full-time and 50 part-time participants.

A supplementary course on agricultural programming was added to the five basic courses. This course was given by the ECLA expert in this field.

Lectures on the development problems of Uruguay were delivered by national economists, and the TAB Resident Representative gave a lecture on public health.

The participants in the course made a study trip to the San Ramón Pilot Area of the Inter-American Institute of Agricultural Sciences of the Organization of American States.

Table 5

INTENSIVE TRAINING COURSE, URUGUAY
(Montevideo, 9 September to 1 December, 1960)

A. Participants

1. Full-time	22
2. Part-time	<u>50</u>
Total	72

B. Lecturers

1. Basic courses

			<u>Lectures</u>	<u>Seminars</u>
M. Balboa	ECLA	Theory and programming economic development	28	13
P. Mendive	ECLA	Social accounting	22	8
C.N. Gondim		Preparation and evaluation of projects		
Pamplona	BTAO		25	15
Gerson da Silva	BTAO	Financing	19	—
G. Martner	BTAO	Administration	13	—
H. Trivelli	ECLA	Agricultural programming	15	—

2. Lectures on the Uruguayan economy

Enrique Iglesias	Economic development	7
Mario Bucheli	Industrial development	5
Williman Osada	Agricultural development	2
Benito Medero	Agricultural development	1
Nelson Amaral	Agricultural development	1
Aldo Solari	Agricultural development	1
José C. Williman	Agricultural development	2
Carlos Fynn	Agricultural development	1
José C. Williman	Foreign trade and balance of payments	3
Israel Wonsewer	Foreign trade and balance of payments	3
Primo Roda	Urban transport	2
Ildefonso Barañano	Energy and fuel	2
Aldo Solari	Educational problems	3
Santos Ferreira	Public finance	2
Edison Gnazzo	Public finance	4
Juan Ferrando	Public finance	2
Raúl Ibarra	Public administration	2
Dr. Bouquet	Mining	2
Hernán Durán	Public health	1
Dr. Morales	Public health	2
Dr. Borrelli	Public health	1
Alfredo Fernández	Demography	3

A n n e x

ECONOMIC DEVELOPMENT TRAINING PROGRAMME

sponsored by the United Nations

Economic Commission for
Latin America

Bureau of Technical
Assistance Operations

SANTIAGO COURSE, 1961-62

P R O S P E C T U S

ECONOMIC DEVELOPMENT TRAINING PROGRAMME
sponsored by the United Nations

Economic Commission for
Latin America

Bureau of Technical
Assistance Operations

SANTIAGO COURSE, 1961-62

S U M M A R Y

BACKGROUND

GENERAL FEATURES OF THE SANTIAGO COURSE, 1961-62

Type of experts to be trained

List of subjects covered by the Course

Teaching methods

Obligations of participants

CONDITIONS AND REQUIREMENTS TO BE MET BY CANDIDATES

United Nations fellowships

Other endowments

ADMINISTRATIVE PROCEDURES

DETAILED LIST OF SUBJECTS INCLUDED IN THE COURSE

Common courses

Specialized courses

- General programming
- Budgetary and financial programming
- Industrial programming
- Transport programming
- Public works programming

/BACKGROUND

BACKGROUND

The Economic Development Training Programme, jointly established in 1952 by the Economic Commission for Latin America (ECLA) and the United Nations Bureau of Technical Assistance Operations (BTAO), is the outcome of the economic development programming experience of ECLA secretariat staff and is an important means of disseminating that experience throughout the Latin American countries.

The Programme has always been based on the assumption that the contribution of Governments to economic development begins with the combined efforts of persons working in the most varied fields of specialization. Hence, they must share a common outlook on major economic programming problems and procedures in order to understand one another, appreciate the importance of their respective contributions and use them to the best advantage in achieving common objectives. This community of interests, it was felt, would be an effective means of achieving greater co-ordination in the formulation of Government policy and this has indeed been borne out by experience on many occasions. The mixed groups of economists, civil engineers, agronomists and other specialists who have attended the training courses over the past eight years are now making an effective contribution to the development of Latin America by their own work in Government offices, educational institutions and international agencies.

The training of specialists with such vastly different backgrounds required a major effort aimed at providing them all with the minimum of common knowledge they must have and a readily understandable explanation of the more complex problems of programming techniques. An attempt has also been made to improve these techniques and to incorporate the advances achieved in the principal educational centres of the world, adapted to conditions in Latin America.

The Programme is divided into two main parts:

(a) The Santiago Course, an eight-month course given annually at ECLA Headquarters for outstanding specialists from all the Latin American countries who have been working in fields related to economic development and have acquired a measure of practical experience, maturity and official responsibility;

/(b) The

(b) The Intensive Training Courses, lasting three months, given in the capitals and other major cities of States members of ECLA at the request of the respective Governments and by special agreement with BTAO. These courses are mainly for the nationals of the country in which they are offered, although attendance by students from other countries is not completely excluded.

The basis of all these activities is the Santiago Course. It had been in operation for three years when the first intensive course (Bogotá, 1955) was organized. It has since provided new teaching material and improved methods as well as most of the teaching staff for the intensive training courses.

The Programme combines advanced planning theory with practical instruction in analysis, projections and the formulation of economic policy measures.

Up to the academic year 1959-60, the Santiago Course was attended by an average of fifteen persons, all of whom followed an identical curriculum of lectures based on the following five basic subjects: social accounting, programming techniques, preparation and evaluation of investment projects, development financing and administrative organization for development. Moreover, short courses were offered in sectoral programming (agriculture, industry, power) and regional planning (transport, industrial location). In addition to lectures, discussion seminars, assignments and reading material on the aforementioned subjects, the participants were given special research work related - depending upon the person concerned - to sectoral problems, special studies on a specific country, comparative studies on the economic structure of several countries, etc.

The Santiago Programme was completely reorganized in 1960 and the 1961-62 Course will be the first of the new series. The annual number of participants has been raised to 35; teaching of basic subjects has been reduced to 4 months and special research has been eliminated; and a four-month course of training in five specific fields of programming has been added to the general basic training of all participants.

The main purpose of the intensive training course is to give a large number of officials the opportunity to attend the courses without having to leave their official duties for lengthy intervals. Arrangements are also made for the part-time attendance at lectures of senior public administration

/officials who

officials who are not required to participate in the seminars or to take examinations.

The five main subjects of the Santiago Course also form the basis of the intensive training courses, the curriculum of which also includes lectures on economic development problems directly related to the countries in which the courses are offered.

GENERAL FEATURES OF THE SANTIAGO COURSE, 1961-62

The Economic Development Training Course will be held at Santiago with a total attendance of approximately 35 persons and will last for eight months (3 July 1961 to 28 February 1962). It will consist of two four-month periods, the first for the general training of all participants and the second for specialized training.

Five fields of specialization are offered:

General economic development programming;

Budgetary and financial programming;

Industrial programming;

Transport programming;

Public works programming.

Since it is intended to have a balanced distribution, each specific course will probably be attended by 6 to 8 persons.

The different fields of specialization have been selected in the light of Latin America's most pressing needs as determined by ECLA on the basis of the experience it has gained while working in the area. Training in agricultural development programming was also considered, but it was found impossible to include it in the 1961 Programme. It may be offered in future years if certain problems are solved.

Type of experts to be trained

General Programming

Efforts will be made to train a number of specialists in this field to enable them to hold positions of responsibility in the practical work of economic development programming in a country. It is further hoped that, whether in combination with this work or not, participants might contribute to studies and research on development problems by taking part in the work /of universities

of universities or national institutions engaged in this type of activity.

Candidates for the general programming course must be qualified economists or, in exceptional cases, engineers or other specialists who have done economic work and who have had some experience in research and problems relating to economic policy.

Budgetary and financial programming

The staff to be trained in this particular field must be qualified to take part in the detailed programming of the national budget and to determine the order of priority of activities to be carried out with the State funds in relation to the general targets established in the overall and sectoral economic development programmes. For this purpose, they must be capable of working in the budget planning offices of the central planning or budget departments. Moreover, they must be trained to study the financing of economic development programmes by means of domestic or foreign public or private funds, and to determine the type of financing machinery necessary for meeting the financial requirements of the programmes.

Candidates for this course should preferably be economists or, in exceptional cases, lawyers with a sound university background, and have previous knowledge and experience of the institutional, economic and financial problems of their respective countries.

Industrial programming

The purpose of this course is to enable the industrial programmer eventually to deal with the development problems of the manufacturing sector at three separate levels of analysis and decisions: the economy as a whole; specific branches of industry; and specific projects. In connexion with each of these aspects, he must be in a position to analyse the present structure of industry and its dynamic trends, to prepare suitable projections and programmes, and to advise on matters of policy and means of implementation.

The following are some of the characteristic problems he will have to deal with: (a) evaluation of the effect of industrial development on absorption of the labour force; (b) balance of payments, structure of the economy and the relationship between the different sectors; (c) working out schemes for import substitution and the diversification and expansion of exports by means of studies on costs, efficiency and location of the different

/branches of

branches of industry, with special emphasis on possible new lines of production; (d) preparation and evaluation of specific projects and their inclusion in an industrial development programme consistent with overall projections and efficiency criteria; (e) advice on the formulation of a policy aimed at promoting and encouraging industry, etc.

Candidates will preferably be selected from among engineers and economists with industrial experience and aptitude to cope with a wide range of problems which include, on the one hand, technological and engineering details and, on the other hand, the broader concepts of inter-relationships in the economic structure.

Transport programming

The object is to train specialists capable of undertaking the overall analysis and programming of all means of transport. The idea is that they should acquire the essential knowledge for viewing the problem of co-ordination and integration in terms of the entire transport network, as well as for drawing up and directing a short or long-term development programme that will ensure the establishment of a well-integrated transport system which is, at the same time, consistent with the country's other economic development requirements. This system should offer highly efficient solutions and take into account both the conflicting and complementary aspects of the various means of transport in the light of the dynamic features of transport technology as well as of the objective of promoting the economic development of resources and areas. The programmer must be equipped to formulate an effective transport policy in terms of public and private investment, project preparation and evaluation, tariff structure, and Government control and regulation.

Candidates will be selected from economists with transport experience, or civil engineers particularly concerned with transport economics and who are firmly resolved to continue specializing in that branch of activity.

Public works programming

The object is to train a specialist who is qualified as a co-ordinator capable of working in a public works ministry or department as director of plans and projects and of integrating these into an overall programme. This integration work will have to be carried out not only in terms of partial

/public works

public works plans but also of relating them to other public and private investment requirements and funds within the limits of the national budget. It is hoped that the expert will, after training, be equipped to participate in working out schemes for an economic survey of public works projects and in evaluating their social usefulness with a view to fixing the necessary priorities. The close relationship between many of these problems and those of transport should be noted.

The qualifications of candidates in this field should be similar to those for transport programming. It would be very useful if they had administrative experience in addition.

/List of

List of subjects covered by the Course

The subjects offered in the Programme are indicated below.

SUBJECTS TAUGHT IN THE COMMON COURSES

Subject	Number of lectures	Month
1. General review ^{1/}		
(a) review of mathematics ^{2/}	20	July
(b) review of economic theory	40	July-August
(c) basic statistics	30	July-August
2. Social accounting I	30	August
3. Programming techniques I	30	September-October
4. Project preparation and evaluation I	40	September-October
5. Development financing I	30	September
6. Administrative organization I	20	October
7. Incentives for private enterprise in economic development	<u>10</u>	October
Total	250	

^{1/} The number of lectures is tentative and will be subject to adjustment in line with the requirements of the participants.

^{2/} Mathematics will consist of the minimum necessary for programming techniques and modern statistics. See description, p.16

/SUBJECTS TO

SUBJECTS TO BE TAUGHT IN THE SPECIALIZED COURSES

Subject	Number of lectures	Month
<u>I. Specialized course in general programming</u>		
8. Programming techniques II	40	November-December
9. Social accounting II	30	November
10. Administrative organization II	20	February
11. Regional programming	30	January-February
12. Development financing II	30	December
13. Project preparation and evaluation II	40	December-January
14. Programming techniques III	<u>40</u>	January-February
Total	230	
<u>II. Specialized course in budgetary and financial programming</u>		
15. Budget programming	60	November-December
(also courses 9,10,11, 12 and 14)	<u>150</u>	
Total	210	
<u>III. Specialized course in industrial programming</u>		
16. Industrial programming	110	November-February
(also courses 8,11 and 13)	<u>110</u>	
Total	220	
<u>IV. Specialized course in transport programming</u>		
17. Analysis of a transport system	20	November
18. Transport programming	70	December-February
19. Transport policy and administration	20	February
(also courses 8,11 and 13)	<u>110</u>	
Total	220	
<u>V. Specialized course in public works programming</u>		
20. Public works programming	110	November-February
(also courses 10,11,13 and 17)	<u>110</u>	
Total	220	
<u>/Teaching methods</u>		

Teaching methods

The Course will be carried out by means of: (a) lectures and round-table discussions conducted by the instructor in the subject concerned; (b) selected and intensive reading; (c) exercises based on problems and topics specially prepared by the instructor in the subject concerned.

The lectures on each of the items mentioned in the above tables will be delivered by the senior professor of the subject, who will ensure that they are efficiently conducted. They will also preside over and guide the work of seminars and round-table discussions and prepare a systematic series of exercises in order to present the student with increasingly difficult specific problems.

Invitations will be extended from time to time to other lecturers who, while not regular professors in the Course, can make an important contribution to a specific or general topic in their particular field.

Lectures will normally be given in the mornings, with round-table discussions taking place in the afternoons. During the discussions participants may raise questions or problems arising out of their reading, the lectures or their practical work.

In addition to the lectures and round-table discussions, the reading matter will provide students with the broad theoretical background necessary for an intelligent interpretation of the problems in their particular field of specialization. It will also supplement their knowledge of instruments of analysis. Reading matter will be selected for each subject of the curriculum, the weekly volume being equal to that assigned in first-class universities in the United States and Europe.

Obligations of participants

The participants will be required to devote all their regular working hours to the Programme and may not engage in commercial, political or other activities unrelated to it.

Attendance at meetings and round-table discussions is compulsory, and the submission of practical work by participants will conform to the standards set by ECLA staff, in their work.

/During the

During the course participants will be required to take periodic examinations as a means of determining the extent to which they have assimilated the material so far taught. At the end of the course, every participant who has satisfactorily completed the work assigned will receive a diploma in that particular field of specialization.

The ability of a participant will be judged according to his assimilation of the reading matter, the quality of the practical work done, his active participation in the discussions and his attendance record.

Those in charge of the course reserve the right to suspend participants who fail to meet a minimum standard or whose conduct is improper. The minimum standard will be set by those in charge who may adopt such measures as they deem necessary for this purpose.

CONDITIONS AND REQUIREMENTS TO BE MET BY CANDIDATES

Applications will be considered by a Committee, appointed by ECLA, with which the final decision will rest.

The general requirements for acceptance as a participant in the Santiago Course, 1961-62, are as follows:

(a) He must be proposed to the United Nations by the Governments of a Latin American country not later than 15 April 1961;

(b) He must have a university degree with average grades of "good" or higher;

(c) In the course of his university studies he must have attended courses in modern economic theory and have had one year of higher mathematics (exceptions to this requirement are listed below);

(d) He must be employed in an official unit concerned with economic development, or be a university professor teaching subjects related to economic development, or be engaged in other important activities related to economic development;

(e) He must be able to read English without difficulty;

(f) He must pass a qualifying examination.

As an exception, candidates may be considered who have not completed the necessary studies in economics or mathematics, provided that they agree to undertake intensive studies (reading) in these subjects before the training

/course begins

course begins to make up for their shortcomings. Supervision of these studies will be entrusted to competent persons accepted by ECLA. The subject in which, and the degree to which, a candidate is below standard will be determined, so far as possible, in personal interviews with ECLA staff or with such other persons as may be appointed by that organization.

A candidate in this position must submit a written authorization, signed by the head of his office, granting him permission to leave of absence for as long as ECLA considers it necessary for him to complete the aforementioned preliminary studies.

FELLOWSHIPS

United Nations fellowships

Under the Expanded Programme of Technical Assistance provision is made in each country for fellowships to be granted to the participants selected for the Training Programme.

During their stay in Chile, the fellowship-holders will receive a monthly subsistence allowance, payable in Chilean currency, equivalent to approximately 200 United States dollars, a figure considered adequate to cover the expenses of a single person. Thus, if a participant has dependents, his Government must continue to pay him, during his stay in Chile, the salary he received in his own country.

In accordance with the principles laid down in Economic and Social Council resolution 222 (IX), Governments participating in the training programmes are requested to defray the following expenses:

All travel expenses incurred within the participant's country and related to his trip abroad, including passport, visa, medical examination fees, etc.

Funds advanced to the participant to enable him to make, in his country, the necessary preparations for his trip abroad;

Travel expenses to and from Chile, in so far as payment can be made in the currency of the beneficiary State. However, if the participating Government is unable to defray these costs, they will be covered by the United Nations.

/Other endowments

Other endowments

Attendance at the course is also open to candidates who do not have a United Nations Expanded Programme of Technical Assistance fellowship in their own country, provided that, in addition to meeting the general requirements applying to all candidates, they submit proof that the expenses relating to their participation will be covered (e.g. another type of fellowship, special endowments from their Governments or private institutions).

ADMINISTRATIVE PROCEDURE

In order to obtain a United Nations fellowship for the purpose of taking part in the Santiago Course, the applicant must first obtain the official support of a Government body in his country. This body will then propose him as a candidate for a fellowship, using the relevant United Nations form, which will be available at the Technical Assistance Board (TAB) offices in each country.^{1/} (The addresses of these offices are given on the second last page of this Prospectus.) On page 5 of this form, in the space provided for the answer to question 7, the following should be entered: "Economic Development Training Programme, Santiago (Chile) Course, 1961-62, field of specialization.....". The nomination form, together with all enclosures, should be officially transmitted to the Resident Representative of the Technical Assistance Board in the country by the Ministry of Foreign Affairs. It should be noted that this formality is essential and that ECLA cannot consider direct applications from candidates.

The selection will be made only from among applications that are accompanied by the following documents:

- (1) A complete and detailed account of all study courses followed during the applicant's university training (brief reference to standardized curricula will not be accepted);
- (2) Certified university record;
- (3) Graduation certificates;
- (4) Certificate of ability to read English from a competent authority, approved by ECLA;

^{1/} United Nations application form for fellowships (TAO-1 (2-59)).

- (5) A written statement (note more than 500 words) describing what training the candidate has had to prepare him for his chosen field of specialization and what his professional ambition will be once he has qualified in that field. It is suggested that special mention should be made of any practical experience, reading or courses he has followed in the chosen field, together with any further information that might assist the Selection Committee in judging the candidate's suitability. (This statement is considered as a reply to question 14 on the form which is distinct from what is asked in question 15).

In addition, it should be stressed that before the application can be considered it is essential that section "V" of the United Nations form (medical certificate) should be completed.

Applicants wishing to take part in the Santiago Course whose expenses will be covered from other sources outside the United Nations must also be proposed by a Government body in their country, and this proposal must be transmitted to the Resident Representative of the Technical Assistance Board by the Ministry of Foreign Affairs. This proposal and the relevant enclosures should contain the same information as that required from candidates for United Nations fellowships. It is suggested that, in drafting the proposal, the subject matter should be arranged in the same order as in the proposal form for fellowships, or that that form itself should be used with a note on it explaining that the candidate's expenses will be covered. The enclosures should include the five documents listed above, together with a certificate relating to the applicant's financial coverage. Once again the importance of the medical certificate is underlined.

When acceptance for the Santiago Course is a prior condition for obtaining a fellowship from a source other than the United Nations, the same procedure should be followed and the same documents submitted, with a note on the proposal form indicating the candidate's special circumstances.

All questions as to administrative procedure should be taken up with the local offices of the Technical Assistance Board.

/DETAILED LIST

DETAILED LIST OF SUBJECTS INCLUDED IN THE COURSE

Common courses

These courses include a total of 250 hours of lectures divided as follows:

1. General reviews^{1/}
 - (a) Review of mathematics for economists (20 lectures). Elementary analytical geometry and graphical representation of functions; limits and continuity of functions; exponential and logarithmic functions; functions with two or more variables; systems of linear equations; determinants and matrices; maxima and minima.
 - (b) Review of basic economic theory (40 lectures). Problems of general equilibrium and macroeconomic analysis, including definitions and analysis of national income, economic cycles, theory of international economy, monetary and fiscal problems and the theory of economic growth.
 - (c) Basic statistics (30 lectures). Statistical definitions and classifications, index numbers, correlations, samples and censuses; bibliographical guidance on available statistics relating to Latin America.
2. Social accounting I (30 lectures). National income accounting, social accounts, inter-industry transactions and accounts of sources and uses of funds for investment.
3. Programming techniques I (30 lectures). Study of the techniques and theory of economic development programming, including questions of the interrelation of economic phenomena and their effects on growth; identification of obstacles to growth; overall and sectoral projections; econometric models - aims and consistency; problems of economic policy deriving from analysis and projections.
4. Project preparation and evaluation I (40 lectures). Explanatory account of background information required for the preparation of projects

^{1/} There will be a certain flexibility with respect to the number of lectures indicated in brackets in the following paragraphs, according to the individual needs of the participants as regards the subject concerned, but all participants will have to take the three examinations concerned.

and the criteria most commonly used in determining their degree of priority.

5. Economic development financing I (30 lectures). Study of problems relating to obtaining a larger volume of savings for the sound financing of development programmes and ensuring the best allocation and application of such funds; foreign currency financing, and possibilities and volume of appropriate external assistance; methods of avoiding inflationary effects and imbalances in foreign payments; effects of taxes and exemptions; techniques of quantitative and qualitative credit control and related matters.

6. Administrative organization I (20 lectures). Study of administrative organization requirements for the formulation and execution of programmes; analysis of organs and of procedures and methods required to ensure the co-ordination of decisions relating to the aims of the programme, and methods of organizing the sources and channels of information required for this purpose. In addition a study will be made of bodies attached to the programming institutions and to the institutions promoting development, including their place within the general administrative framework of the State.

7. Incentives for private enterprise in economic development (10 lectures). Special study of the role of private enterprise within the general framework of economic planning. Complementary relationship between activities in the public sector and the mainly decentralized activities in the private sector. Study of incentives and other ways and means that can be used to direct the activity of private enterprise. Brief outline of the basic principles of company management and the limitations on the efficiency of an individual enterprise in under-developed countries; "internal" inefficiency that can be remedied through the action of the enterprise itself, and so-called "external" inefficiency arising from the relations between enterprises or the lack of effective action by the public sector.

Specialized courses

General programming

This specialized course includes a total of 230 lectures, distributed over the subjects listed below.

/8. Programming

8. Programming techniques II (40 lectures). Study of mathematical programming, including linear programming, relations between overall programmes and individual projects, opportunity costs in the optimal allocation of resources, spatial models, dynamic models and related matters.
9. Social accounting II (30 lectures). More thorough study of the material covered in Social accounting I, including operational techniques used in different countries for calculating income and social accounts; indirect calculation or surveys when statistical data are not available; analysis of the consistency of social accounts; different models of flow of funds.
10. Administrative organization II (20 lectures). Analysis and comparison of the administrative structures of planning in Latin American countries, and the origin and operation of the basic institutions for the promotion of development, with the aim of learning about the experience of these countries in this field, and of defining the standards of organization best suited to the development of programming.
11. Regional programming (30 lectures). Study of the problems of localization of economic activity; breakdown of overall projections by regions; economic bases of growth in various regions, with reference to activities based on fixed resources, and to light and subsidiary industries; regional development policy, and analysis of specific regional problems and programmes in Latin America.
12. Economic development financing II (30 lectures). More thorough analysis of the problems of economic development financing, with detailed consideration of the impact of income distribution on the formation of savings for investment and on their mobilization and fields of application; financing problems and problems relating to the use of opportunity costs in the allocation of priorities; financial organizations existing in the more developed countries and their possible adaptations to the less developed countries; how inflation affects financial processes; comparison of financial machinery in various Latin American countries and discussion of similar subjects.
13. Project preparation and evaluation II (40 lectures). Advanced study of questions of priority, application of opportunity costs, questions of economies of scale, labour and capital-intensity in projects, multiple-purpose projects. Analysis of projects of different technological types, based on specific examples.

/14. Programming

14. Programming techniques III (40 lectures). Study of specific cases of economic development, with general comparisons by country, and of sectoral growth in the various republics. Analysis of programming techniques applied in various countries, also on the basis of specific examples, and with a comparison of analytical methods and projection techniques. Study of experience obtained and efforts made in these countries to set programming machinery in motion.

Budgetary and financial programming

This special field includes a total of 210 lectures as described below.

15. Budgeting (60 lectures). The main course in this field will be devoted to budget programming techniques and the methodology of projections of public revenue and expenditure, to meet the needs of economic development programmes. The studies will cover methods of estimating public revenue and expenditure and preparing annual budgets according to programmes; the use of budget estimates as instruments of general development programming; the organization of sources and channels of information for the preparation of annual consolidated estimates for the public sector; taxes of different kinds, their incidence, and their effect in stimulating investment.

In particular, the aim will be to give the participants practical training in drawing up programme budgeting, in applying methods of classifying Government activities and in drawing up specific programmes of development financing.

In addition to these items, which will constitute the essential curriculum in this special field, those taking this course will be expected to take the following subjects, previously described: Social accounting II (lecture series 9); Administrative organization II (lecture series 10); Regional programming (lecture series 11); Development financing II (lecture series 12), and Programming techniques III (lecture series 14).

Industrial programming

This specialized field includes a total of 220 lectures as indicated below.

16. Industrial programming (110 lectures). This series includes three main subjects: industrial technology, industrial economics and industrial programming proper.

/The subject

The subject of industrial technology will include the description and analysis of the most important industrial processes. The discussions will cover flow diagrams, main types of equipment, the principles of plant design and operation, and alternative methods of presenting technical information for the purpose of economic analysis.

The subject of industrial economics will include a study of the main industries with reference to the following: their importance in countries at different stages of development; their relationships with other industries with respect to raw materials, intermediate products and markets; and outline of their history in various countries, including an evaluation of the degree of technological progress; an outline of their institutional organization, including horizontal and vertical integration trends, the degree of competition or monopoly in individual markets, the existence or absence of an institutional structure in the world market, the financial structure, the policy followed with respect to technical research and innovations, labour problems and Government regulation in various countries.

The subject of industrial programming proper will include industrial statistical methods, inter-industry analytical techniques, including mathematical programming models, methods of estimating costs and analysing location, and the evaluation of the instruments of industrial development policy. These technical methods will be applied to a series of specific cases by way of illustration, and this will include an overall analysis of the industrial development of an economy and the drawing up of global and inter-industry projections for it; the analysis of various examples of location studies and the assessment of comparative advantages, and the study and analysis of a specific programme of industrial development, with special emphasis on instruments of economic policy in the execution of the programme.

In addition, the following lecture series common to other courses must be followed: Programming techniques II (lecture series 8); Regional programming (lecture series 11); and Project preparation and evaluation II (lecture series 13).

/Transport programming

Transport programming

This specialized field includes a total of 220 lectures, as follows.

17. Analysis of a transport system (20 lectures). The aim of the series will be to impart the basic concepts and most important technological aspects of transport from the economic standpoint. The study will deal with the most important statistical data and problems involved in collecting them; the methodology of analysing past trends in transport development and its relation to general economic development; possible evidence of inefficiency, hindrances and bottlenecks, concepts and analysis of costs from the standpoint of the enterprise and of the economy, their relation to rates, and evaluation of the present operation of the transport system as a whole.
18. Transport programming (70 lectures). Basic relationship between transport and general development; transport as an intermediate service and as a dynamic sector; projections of demand for services and new capacity of transport; competition and complementarity between means of transport; influence of long-term costs on the rational distribution of investment between alternative technical systems; dynamism in transport technology; the preparation, justification and presentation of transport projects; direct and indirect costs of transport programmes in terms of foreign currency, and their effects on the balance of payments; targets of a programme, and optimum transport system in terms of efficiency, costs and public finance.
19. Transport policy and administration (20 lectures). Socio-economic criteria in public investments and selection of projects; problems involved in setting up a sound and efficient tariff structure in relation to various cost concepts and their solution; policy in regard to Government subsidizing of the various means of transport with respect to capital formation and current costs, and possible economic effects; special tax problems; ways of regulating public and private enterprises in the public interest with respect to tariffs, services, safety, etc. Rational administration of transport enterprises and their budgetary process; problems of effective co-ordination in public administration, and possible solutions.

The lecture series common to this and other specialized fields will be: Programming techniques II (lecture series 10); Regional programming (lecture series 13); and Project preparation and evaluation II (lecture series 15).

/Public works

Public works programming

This specialized field will include a total of 220 lectures, as follows:
20. Public works programming (110 lectures). This series includes two main subjects: the economics of public works, and public works programming proper.

The subject of the economics of public works will cover different types of public works and the structures of their capital and operating costs; their imported-material content and foreign currency costs; different degrees of capital - and labour - intensity in public works; their effect on the economic evaluation of the projects concerned; technical possibilities and economic advantages of using seasonal unemployed labour to carry out public works in certain areas; relationship between public works and other economic activities and with other requirements of the population (for example, health and education). Questions relating to public tenders and the award of contracts will also be discussed.

The subject of public works programming proper will include questions of co-ordinating the planning, construction and operation of public works; the relationship of public works programmes to total public investment; incentives to stimulate private investment, and their effects; administrative relations with the body concerned with the preparation of the national budget, and priority and time-table for the execution of various projects; influence of opportunity costs, anti-cyclical policies, seasonal unemployment and better utilization of construction equipment on the criteria, priorities and time-table of investment.

This subject will also include problems of institutional organization for the planning, execution and operation of public works, and administrative links with the rest of the public administration, development bodies and similar entities.

Attendance at the following lecture series common to other courses will also be expected: Administrative organization II (lecture series 10); Regional programming (lecture series 11); Project preparation and evaluation II (lecture series 13); and Analysis of a transport system (lecture series 17).

/LIST OF

LIST OF RESIDENT REPRESENTATIVES OF THE UNITED NATIONS
TECHNICAL ASSISTANCE BOARD IN LATIN AMERICA

Argentina: Mr. Bruno Leuschner
Apartado Postal 2257 (Bernardo Irigoyen 330, 5 piso)
Buenos Aires

Belize: *

Bolivia: Miss Joan Anstee (Acting)
Casilla 686 (Colón 152,6 piso)
La Paz

Brazil: Mr. William Cásseres
Praia do Russel 694, 7 andar
Rio de Janeiro

Caribbean: Mr. James Keen
Regional Representative for the Caribbean
United Nations Technical Assistance Board
Box 812,
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Chile: Mr. Adriano García
Casilla 197-D (Huérfanos 786, 7 piso)
Santiago

Colombia: Mr. Luis Pérez-Arteta
Apartado Aéreo 3868 (Calle 19 No.7-30, 7 piso)
Bogotá

Costa Rica: Mr. Laberge,
Apartado XXB,
San José

Cuba: *

Dominican Republic: *

Ecuador: Mr. Ian Kelton
Casilla 2951 (Avda.10 de Agosto, esquina Transversa
Seminario Menor (S.N.))
Quito

/El Salvador:

El Salvador: (Also for Guatemala, Honduras, Nicaragua)
Mr. A.M. Mackenzie
Casilla 1114,
San Salvador

Guatemala: (See El Salvador)

Guianas: (See Mexico)

Haiti: Mr. J. Richardot
Cité de l'Exposition
Port-au-Prince

Honduras: (See El Salvador)

Mexico: Mr. Miguel Albornoz
Apartado Postal 20719
Mexico 6, D.F. (724 Insurgentes Sur)

Nicaragua: (See El Salvador)

Panama: Mr. Louis Hosch
Apartado 6314
Panama

Paraguay: Mr. Oscar Schnake
Apartado Postal 1107
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Peru: Mr. Jean de la Roche
Apartado 4480, Naciones Unidas
Parque Mariscal Cáceres 18,
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Puerto Rico: *

Uruguay: Mr. Eduardo Albortal
Casilla 1207
Edificio Artigas, Rincón 487, of.409
Montevideo

Venezuela: Mr. Raymond Etchats
Apartado 1482
Caracas

West Indies: * British West Indies and Netherlands and French
Antilles

* Name of Resident Representative not available.

