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INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING

Note by the secretariat

For the information of delegations at the twelfth session of the Economic Commission for Latin America, and in relation to item 9 of the provisional agenda, the secretariat is circulating the attached report (INST/53/Rev.1), which was submitted by the Director-General of the Latin American Institute for Economic and Social Planning to the ninth session of its Governing Council (Santiago, Chile, February 1967). It is also circulating the Work Programme for 1967, which was adopted at that session. Both documents provide detailed information on the results achieved by the Institute during its five years of activity, on its future plan of work.



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Ninth meeting

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REPORT OF THE DIRECTOR-GENERAL OF THE  
INSTITUTE TO THE GOVERNING COUNCIL



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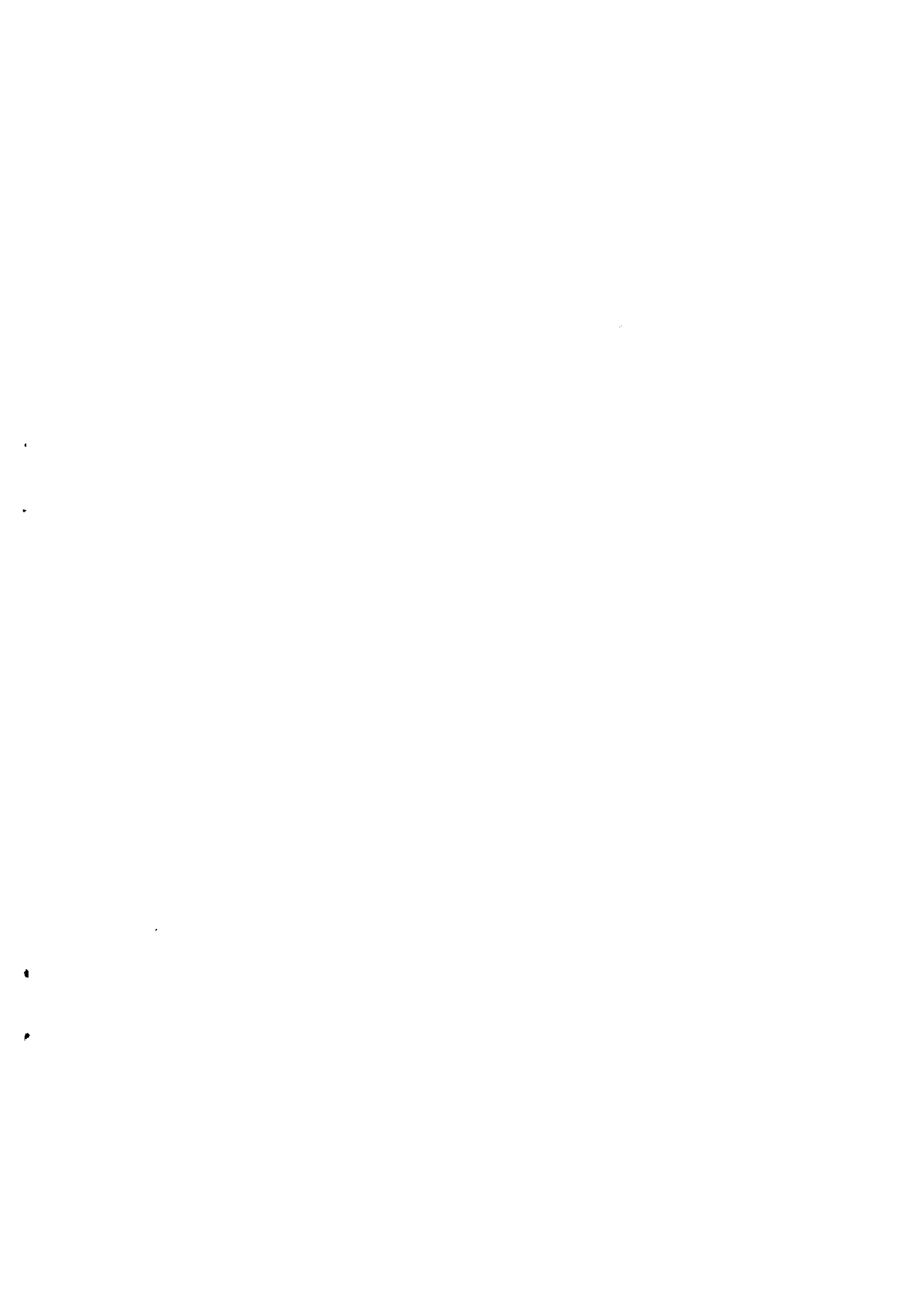
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INTRODUCTION



## INTRODUCTION

The present report reviews the work undertaken by the Institute during the year 1966. The salient feature of the period was the attainment of certain objectives relating to concentration of activities, in response to the needs of the Institute's current stage of development.

The diversity of the functions which the Institute has to discharge, in so vast and difficult a field as that of planning, led, in the first place, to a fanning-out of effort in the course of which, in order to further the progress of planning in the Latin American countries, ideas previously put forward had to be assembled, a new set of technical instruments, as yet incomplete, had to be brought into use, and action had to be extended into hitherto unbroken ground.

Thus, with respect to social questions, the first step was to begin dealing with specific sectors such as health and education, and the next to start research on social change as a basic factor of development. The phase of execution of plans ushered in new requirements which the Institute made progressive endeavours to meet, and, in general terms, consideration had to be given to such diverse subjects as natural resources, procedures for linking up economic integration and planning, the application of budgetary and administrative techniques, and so forth.

Once a certain stage had been reached, the necessity of focusing this wide range of activities on common points of reference made itself felt. Thus, in 1966 the Institute began to fit its work into the framework constituted by the interpretative synthesis of economic and social development, the topic of economic integration, and the specific problems deriving from the execution of plans.

Accordingly, the trend of its activities was towards more thorough research and the pursuit of more operational aims, directly related to the planning efforts of individual countries.

The year 1966 also witnessed the attainment of targets which the Institute, prompted by its Governing Council, had previously established. Its first printed publications were issued; its advisory services were  
/strengthened, and

strengthened, and a start was made on the provision of assistance by advisory groups; it collaborated with countries and with financing agencies in the formulation of three specific projects of importance for the execution of the plans concerned; its first ambitious piece of research on integration was completed; and in the training courses greater emphasis was placed on economic and social research.

Despite the increasingly extensive co-operation between the Institute and other agencies during the period covered by the present report, shortage of resources still necessitates an even greater effort in the direction of concentration. This is all the more essential, inasmuch as in view of the characteristics of planning processes in the Latin American countries and the years already spent on this task, there is a growing desire to strengthen the practical impact of the Institute activities on the countries of the region. To this end, and in connexion with the central objective of assisting in the establishment of planning systems, specific programmes were launched in 1966.

In December 1966, the Institute's first printed publications began to appear, for distribution in Latin America. They are being produced by two Latin American firms of publishers (one in Chile and the other in Mexico). It is hoped that translations into Portuguese and other languages will also be published. The first group of studies thus made available for widespread diffusion comprises the following titles: Discusiones sobre Planificación y Planificación Industrial, already issued; Programación Presupuestaria; and Filosofía del Desarrollo. The two last-named textbooks are in the final stages of printing, and are expected to appear in February 1967. These publications represent the first steps in the attainment of an objective which the Institute has had in view from the outset, and towards which it has been spurred on by the encouragement of the Governing Council.

The purpose of the documents in question is to report on the findings of empirical research in Latin America. This research is still focused on the topics of economic development, social development, and integration, as well as on sectoral planning (for agriculture and the public sector),

/preparation and

preparation and evaluation of projects, programming of financing, natural resources and so forth. The studies in this group in which most headway has been made will feed the publications programme in 1967.

The research conducted by the Institute in connexion with Latin America's trade gap and its relation to the integration movement was concentrated in 1966 in two studies, one covering Latin America as a whole and the other concerned with Central America. The latter is linked up with the studies that the United Nations Conference on Trade and Development (UNCTAD) is carrying out at the world level.

The Institute pursues its research in increasingly close co-operation with national planning agencies, universities, research centres and international institutions. For example, the short-term economic policy model completed in 1966 was prepared in Chile in collaboration with technical experts from the Planning Office, from the Ministry of Finance, from the Central Bank and from the Universidad de Chile. Various social studies are being undertaken with the co-operation of the National Development Council (CONADE) in Argentina, and with that of the Institute of Social Sciences of the Universidade do Brasil, and similar arrangements for joint research have been made with the Colegio de México. Research work on integration has given rise to requests for collaboration - with which the Institute is complying - from the Latin American Free-Trade Association (LAFTA) (in respect of relations between national economic policies and integration policies) and from the Institute for Latin American Integration (Instituto para la Integración de América Latina - INTAL) (as to the status and problems of the incorporation of integrationist policy in the development plans of the Latin American countries).

Various changes were introduced in the 1966 Training Programme, partly on account of the stage reached by planning in Latin America and the process of evolution it has undergone.

As already stated, when the Institute was inaugurated in 1962 the training courses given by ECLA were supplemented by the special course on health and education planning. These were the first of their kind to be offered in Latin America, and paved the way for the subsequent initiation of similar courses in other developing regions. In 1966, to these special courses was added

/another on

another on planning for the housing sector, which, as is common knowledge, absorbs 15 per cent of the region's gross fixed investment.

A special course on planning and economic development was also given in 1966 for Latin American trade union leaders. Although through the activities of the Institute and ECLA, and of other national and international agencies, a body of planning experts has been built up to assume responsibility for the formulation and application of development plans, little has so far been done to induce the private sectors - both workers and entrepreneurs - to take their share in the planning effort. The Santiago course was held in response to the necessity of filling this gap. In several countries, those who had attended it subsequently organized courses at the national level, which had a multiplier effect in respect of the Institute's work. All these were first steps towards complementing the training programmes already carried out at the professional and technical level.

As announced in reports considered at previous meetings, the intensive courses given in different countries are increasingly directed towards the satisfaction of the most pressing of the specific needs observable in the planning processes concerned. Three concrete examples of this trend may be cited in the present report.

Outstanding among the difficulties affecting the implementation of development plans are the shortage of properly-prepared projects and the lack of institutional machinery for their generation, preparation and evaluation. In 1966 a course with emphasis on projects was organized in Central America on the basis of work done by the teaching staff and trainees in connexion with important projects in that area. Similarly, in two of the three courses held in Brazil, the preparation of projects was the main subject studied.

Further examples of the tendency of the intensive courses to meet specific needs are afforded by those given in Mexico and Colombia, in which approximately one-third of the time was devoted to a single sector - agriculture - whose more dynamic development is essential for Latin America. Its characteristic situation and problems have been the object of a body  
/of long-term

of long-term research on programming for the agricultural sector, conducted by a team of Institute research-workers with the collaboration of the Food and Agriculture Organization of the United Nations (FAO), the Inter-American Institute of Agricultural Sciences (IIAS), and other agencies.

Lastly, the special course too were designed to deal with problems of particular importance for the sectors concerned. The question of economic integration and its bearing on the objectives of national educational systems was analyzed at the course on educational planning held in 1966 for Central America and Panama. The subject was approached by way of a study of comparative education which underlined the differences between the systems under review and produced a useful statistical basis for the charting of policy in this field.

The Basic Course given in Santiago is the pivot of the Institute's Training Programme, since it meets the standing need to train the development experts and specialists required in connexion with national planning processes. In 1966 a central necessity was served by the additional emphasis placed on the linking-up of national plans and regional integration, with due regard to the findings of Institute research, especially in the social field, and the problems relating to the execution of development plans.

With the 1966 programme, the number of over-all and sectoral planning experts trained by the Institute since its establishment reaches 2,601. Of these, 335 attended the basic course, 1,834 the intensive courses and 432 the special courses.

The Advisory Services Division, established on the basis of the Special Fund Project approved by the United Nations Development Programme (UNDP) in January 1966, entered full operation in the year in question. Advisory assistance of different kinds was provided for fourteen countries of the region. The Institute thus fulfilled its twofold intention to strengthen its advisory activities and at the same time introduce more flexible procedures.

Its major endeavour was to remedy some of the deficiencies of the still incomplete planning systems by adding components that are considered indispensable for their operation. Hitherto, planning efforts in Latin America  
/have been

have been concentrated on medium-term policy plans which usually fail to make sufficient impression at the political level, while at the same time there is a lack of media and instruments for putting them into effect. The development strategies which some countries have been formulating with the collaboration of the Institute aim at expressing development objectives in terms of specific needs, projects and programmes, that will have meaning both for political circles and for the various sectors of private activity. They embody a long-term view of the economies and social development of the Latin American countries, entailing consultation with those who are directly responsible for national policy and with the different social sectors. In the light of this long-term view, the action to be taken at the various stages is programmed. It is also hoped that the strategies in question will provide guidance in the formulation of sectoral plans and will thus shorten the time spent on plan preparation. Work of this type has been embarked upon in Central America, the Dominican Republic and Paraguay.

These activities have once again brought to the fore the necessity of linking up the planning and economic integration processes. For the moment, progress has been made, although to a limited extent, in the pinpointing of complementarity possibilities and incompatibilities as between different countries' plans, and in analysis of the integration of infrastructure projects.

In 1966 a programme of operational advisory services was drawn up, and a start was made on its implementation. In previous years the Institute's activities in this field had been concentrated on the use of certain instruments, such as programme and performance budgeting, and public-sector accounting. This work was continued in 1966 with the aim of making it possible to provide, from 1967 onwards, advisory assistance in respect of annual plans of operation. The want of these has been one of the chief stumbling-blocks in the execution of the plans already formulated, and, generally speaking, Latin America has little experience in this field. The Governing Council has repeatedly pointed out the need for the Institute to further the incorporation of short-term policies in planning systems, together with the instruments required to put the plans into effect. The Institute devoted some of its attention to the preliminary formulation of methods

/whereby countries



whereby countries can progressively introduce operative planning systems. To this end, an internal seminar was held in Santiago, with the co-operation of the Plan Commissariat and the Ministry of Finance of France, and the National Development Council of Argentina.

During the year 1966 the Institute expanded its activities in the field of projects, and began collaborating with Latin American countries in the preparation of projects of key importance from the standpoints of development and of the execution of national plans. This work was undertaken in co-operation with the Inter-American Development Bank (IDB) and FAO, and resulted in the preparation of two major draft projects for the agricultural sector, in Ecuador and in Paraguay. In the former country, the aim is to convert a single-crop area into one with a more diversified structure of production; in the latter, a large land-settlement area is to be consolidated and the opening-up of new land facilitated, with due regard to links with the rest of the national economy and prospects in respect of trade with neighbouring countries. Both draft projects were completed in 1966.

In Uruguay, the Institute's collaboration in 1966 was directly geared to the solution of institutional problems in the field of projects, through the creation of machinery for project promotion in Ministries and other agencies responsible for the implementation of programmes envisaged in the Development Plan. The Government has decided to apply for aid from UNDP (Special Fund Component) so as to be able to introduce such machinery on a large scale.

Lastly, as already stated, the Institute extended the relevant training given in the Basic Course in Santiago to some of the intensive courses held in individual countries, where the participants based their work on specific projects in the countries concerned.

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In compliance with the ECLA resolution under the terms of which the Institute was established, action was taken in 1966 in relation to the next phase of its existence. The Governing Council considered this matter at the meetings it held in December 1965 and May 1966, and formulated recommendations (see annex I) of which cognizance was taken by the Committee of the Whole of ECLA. The Committee in its turn decided, in a resolution appended to the

/present report

present report (see annex II), to recommend to the Governments, to the United Nations Development Programme (Special Fund Component), and to the Inter-American Development Bank (IDB), that they should take the necessary steps to ensure the continuance and intensification of the Institute's activities. The discussion on this occasion reflected the Government's wish that with the same resolute energy as had characterized its work on planning at the national level, the Institute should grapple with the task of placing the instrument in question at the service of the economic integration of Latin America.

The unanimous support accorded to the Institute by the States members of ECLA served as a basis for the negotiations undertaken with UNDP and IDB. By the date when the present report was drafted, the Inter-Agency Consultative Board, in compliance with requests submitted by Latin American Governments, had approved, in October, the proposal formulated by the Administrator of UNDP with the aim of ensuring the maintenance and development of the Institute for an additional period of four years, as from 1 July 1967. Furthermore, consideration of the support to be provided by IDB during the same period was well underway. Throughout this stage of the proceedings, it has been encouraging to note the interest shown and the backing given by the Governments, which, moreover, have pledged financial contributions for the forthcoming phase of the Institute's activities.

The Director-General wishes not only to express his gratitude for the unwavering support he has received throughout the course of these negotiations from the Governing Council of the Institute itself, from the United Nations Development Programme and from the Inter-American Development Bank, but also to add that their attitude is a great encouragement to the whole Institute in the discharge of the duties it was created to undertake.

Lastly, another point to note with satisfaction is the widening of the sphere of co-operation established with United Nations and Latin American agencies and other public and private institutions. This co-operation has been essential to the development of the Institute's activities.

/The co-operation

The co-operation and assistance of ECLA, UNDP, IDB, UNESCO, UNICEF - whose collaboration was of basic importance for the development of activities in the social field - FAO, the ILO, the Pan American Sanitary Bureau, IMF, OAS, Resources for the Future, AID (in connexion with the programme of fellowships for Institute courses) and the Government of France must once again be placed on record. Mention must likewise be made of the contribution of one hundred thousand dollars donated by the Government of the Kingdom of the Netherlands in 1966, to finance Institute activities under the work programmes and plans drawn up.

The generous and valuable assistance given by the Government of Chile, in the shape of facilities for the running of the Institute, must also be acknowledged.



I. TRAINING PROGRAMME



## I. TRAINING PROGRAMME

### 1. Basic Course on Planning

The 1966 Basic Course on Development Planning began on 28 February and ended on 9 December, covering a period of 41 weeks (see annex III)

The first 26 weeks were devoted to the phase of common training, which included some subjects of an instrumental nature (statistics, economic analysis and social accounting); others primarily concerned with the analysis of Latin America's economic and social development process (economic development and sociology); and, lastly, those more directly related to the techniques and operation of the planning process (planning, analysis and instruments of economic policy, preparation and evaluation of projects, instruments of monetary and financial policy, world trade and economic integration).

The findings of Institute research and the advances achieved were incorporated into the teaching of the various subjects covered by the Course.

Among the topics analysed and discussed in connexion with world trade were the external-sector multiplier, comparative advantages, the role of foreign investment, and international liquidity problems - questions already separately dealt with in other branches of study.

In relation to economic integration, the movements under way in Latin America - ALALC and the Central American common market - were considered, and their evolution and recent trends reviewed. In this context, the role of import substitution at the regional level was studied, together with that of the industries producing capital goods, and the relation between national planning and the multinational integration process.

The lectures on instruments of monetary policy, for which the collaboration of the International Monetary Fund was available, were focused mainly on the description of the most important instruments and those in most common use in Latin America, and also on the analysis of ways of applying them to tackle problems relating to inflation, public-sector financing, foreign-trade deficits, etc. Special emphasis was placed on the operation of the banking system and on the role of the central banks in the conduct of monetary policy.

/The most

The most important new feature in the teaching on economic development was an endeavour to redefine the concept of development so as to take social change into account. Again, the historical interpretation of Latin America's development process was gone into more thoroughly, distinctions being drawn both between countries or groups of countries and between stages of growth. In this case, lectures were supplemented by meetings and round-table discussions in which the teaching staff and trainees from each country took part, and which were based on the research that is being undertaken by the Institute and on the participants' knowledge of the course of events in their own countries.

The reforms introduced in the teaching given on planning itself were aimed at establishing a better balance between technical and methodological questions, on the one hand, and, on the other, the administrative and institutional implications of planning processes, in accordance with the situations and experiences of the Latin American countries.

As regards the special subjects - over-all planning, industrial planning and budget programming -, generally speaking the established syllabuses were followed; but a few changes were introduced, in the light of experience, to improve them and give them a more operational content.

In the case of budget programming, special attention was devoted to matters connected with the execution of the budget, through the analysis of the instruments whereby the control system can be improved, i.e., the measurement of results, costing, and the improvement of accounting systems.

With respect to industrial planning, short intensive courses were given on the following subjects: industrial statistics; regional economic integration problems, with special reference to the industrial sector; and the institutional aspects of the preparation of industrial projects.

/Where over-all



Where over-all planning was concerned, more emphasis than in previous years was placed on problems relating to short-term planning, and the concepts and techniques pertaining to annual plans were analysed, together with the application of instruments of economic policy.

The Basic Course was given by the teaching staff of the Institute, with the collaboration not only of ECLA (as from the first), but also of the International Monetary Fund, the Universidad de Chile, the Universidad Católica de Chile, the Pan American Sanitary Bureau and other agencies. It was attended by 67 trainees from 19 Latin American countries. The fellowships were financed by the United Nations, IDB, UNICEF, AID, and some of the Governments. A list of participants is given in annex IV, showing their country of origin, age, profession, and the posts they hold.

## 2. Intensive Courses

Seven intensive courses were organized in 1966 in nine countries (Mexico, the five Central American countries, the Dominican Republic, Colombia and Brazil), at the request of the Governments concerned and with the co-operation of official agencies, universities and other institutions.

Three such courses were given in Brazil, at Sao Paulo, Vitoria and Salvador, to train public officials and technical personnel from the South, South-East, and Middle-West and North-East areas, respectively. They were attended by 133 trainees, 40 of whom went to the Sao Paulo Course, 39 to the Vitoria Course and 54 to that held at Salvador. These courses were organized with special reference to topics of particular interest for each area. At Sao Paulo, for example, the emphasis was placed on industrial planning; at Vitoria, special attention was devoted to the preparation and evaluation of projects; and at Salvador, the subjects most fully dealt with were regional planning and projects. The duration of each Course was four months.

The Central American Course, which was held at Managua and lasted 15 weeks, and in which 50 participants were enrolled, was directed towards the training of specialists in the preparation and evaluation of projects.

/In the

In the first part, relating to development and planning, attention was focused mainly on the Central American integration movement and on general projects preparation and evaluation techniques. During the last ten weeks, groups of participants were organized to work on specific projects for the area (highways, irrigation, livestock production).

The general structure of the courses given in Colombia and the Dominican Republic represented a synthesis of the content of the common training phase in the Basic Course. In Colombia's case, however, in response to a request from the local sponsoring agencies, an introductory course on planning for the agricultural sector was included. In the Dominican Republic, an effort was made to secure the participation of a large number of public officials in the course, in order to meet planning machinery requirements. In this course 78 trainees were enrolled, and in that held in Colombia, 42.

The first 14 weeks of the course in Mexico were spent on the subjects directly concerned with the development problem and over-all planning techniques. The teaching given in the last four weeks dealt with topics proper to public-sector and agricultural planning.

During the year 1966 the Institute also co-operated in courses organized by CEPANDES in Paraguay and by CIDE and the Universidad de la República in Uruguay.

The teaching staff responsible for the intensive courses numbered 89, of whom 36 were engaged by the United Nations Bureau of Technical Assistance Operations (BTAO), while 27 were attached to the Institute, 10 to ECLA, 8 to the Advisory Groups and the remaining 8 to various international agencies and to the Governments.

### 3. Special Courses

Special courses were held in 1966 in relation to the social sectors (health, housing and education), while another was intended for Latin American trade union leaders.

The Course on Health Planning was the fifth held at the Institute, with the co-operation of the Pan American Sanitary Bureau; its duration was 14 weeks, and it was attended by 37 trainees from 14 countries. It  
/comprised analysis

comprised analysis and discussion of the role of health in development, study of specific planning techniques for the health sector, a practical exercise in planning for one of Chile's health zones, and discussion of strategic problems relating to the establishment of health planning offices and the planning process concerned.

Of the 25 lecturers who collaborated in this course, 11 were members of the Institute staff, while 9 came from the Pan American Sanitary Bureau, 3 from other international agencies and one from the National Health Service of Chile. The fellowships were provided by the Pan American Sanitary Bureau.

The 1966 Course on Educational Planning was arranged for Central America<sup>1/</sup> and Panama. It was held at San José, Costa Rica, and was organized jointly by the Institute and UNESCO, with the co-operation of the Organization of Central American States (OCAS), the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA), the Advanced School of Public Administration for Central America (ESAPAC) and the Agency for International Development (AID); its duration was 12 weeks. It was attended by 35 members of the staffs of central planning offices, Ministries of Education and universities. Special attention was devoted to the problems of the area, and stress was laid on studies of comparative education with reference to the different Central American countries, in order to pave the way for an educational diagnosis that may be of use in connexion with future integration activities in the sector in question.

The staff responsible for teaching the subjects covered by this course were 16 in number: 5 from the Institute, 2 from the Joint Programming Mission for Central America, and the remainder from the various international agencies that sponsored the course. The fellowships were financed by UNESCO, AID and the Governments of the countries of the area.

In conjunction with ECLA, and with the co-operation of the United Nations Bureau of Technical Assistance Operations and Housing, Building and Planning Branch, a first Course on Planning for the Housing Sector was held in Santiago for officials from national housing institutions whose work was connected with the formulation of plans. This Course

1/ Two officials from the Dominican Republic also attended the course.

lasted 12 weeks, and was attended by 31 trainees from 16 countries. The teaching staff was composed of two Institute lecturers, 7 from ECLA and 11 from other international agencies. The fellowships were granted by BTAO.<sup>2/</sup>

As stated in the report on Institute activities during the period January-April 1966, the Institute was the venue for the first Course on Economic Development and Planning for Latin American Trade Union Leaders. This lasted six weeks, and was attended by 24 members of national trade union organizations in 18 countries. The course was organized under the joint auspices of the ILO and ECLA; the latter agency also financed the fellowships. This initial experiment afforded an opportunity for Latin America's most outstanding economic and social development problems to be expounded, the role of planning vis-a-vis these problems to be analysed, and the participation of workers' organizations in the planning process to be discussed.<sup>3/</sup>

Seventeen Institute lecturers collaborated in this Course, together with 4 from ECLA, 6 from the ILO and 2 from other international agencies.

Full statistical information on the number of trainees enrolled in the various courses organized by the Institute, with their distribution by professions and other data, is presented in annexes V to X (inclusive).

#### 4. Co-operation with universities

The programme of co-operation with universities could not be carried out in 1966 on the lines envisaged in the Programme of Work for that year, owing to shortage of resources and the demands of other projects already under way. Accordingly, the requests of the Schools of Economic of the Universidad de Concepción (Chile), the Universidad Nacional de Ingeniería (Perú) and the Universidad Nacional (Uruguay) could be met only in part.

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<sup>2/</sup> For a prospectus of this Course, see the last progress report on the Institute's activities (INST/51), annex 3.

<sup>3/</sup> See the last report on Institute activities (INST/51), annex IV, for a prospectus of this Course.

/This programme,

This programme, to which the Institute attaches the greatest importance, is closely linked to the collaboration with Latin American research centres which is being undertaken on an increasing scale. The Governing Council, at previous meetings, has drawn attention to the multiplier effect of a programme like that tried out in the Universidad de Concepción, extended, and in so far as necessary adapted, to other university centres in Latin America.

In the coming years, these needs will be served on the basis of increasing support from the aforesaid contacts with University professors and research workers. Consideration is also being given to measures for the re-allocation of the Institute's internal resources, so that from 1967 onwards this important programme may be strengthened.



## II. ADVISORY SERVICES





## II. ADVISORY SERVICES

The Institute continued to operate its advisory services through the team or group system in 1966. Its activities were directed towards meeting the requests of Governments with respect to both general and operational advisory assistance.

In the former field, the Institute co-operated with various countries in the study of development strategies designed to secure the highest possible rate of economic growth, as well as a more equitable distribution of the social product. The distinguishing feature of these activities was the endeavour to map out long-term lines of action, without failing to establish the measures that should be adopted in the immediate future and over the medium term, as steps towards the more distant objectives and targets. The activities involved in this approach are worked out in detail at the level of specific zones or areas and in relation to definite periods.

In every case in which this type of advisory assistance was given, due account was taken of the contribution that could be made by strategic measures to facilitate the integration of neighbouring countries through infrastructure projects, as well as by the strengthening of trade ties under the regional economic integration movements (Central American common market and LAFTA).

General advisory services also covered co-operation with countries in respect of the technical aspects and content of plans, and methodologies for use in their formulation.

In consequence of the need to assist countries in the preparation of annual plans of operation, a seminar on this topic was held in Santiago, at the Institute, during the month of November. The aim was to elucidate basic questions relating to the methodology and techniques that might be applied in order to facilitate the putting of plans into effect through short-term measures. Special attention was devoted to the system of forecasts of economic activity whereby the real plan execution targets can be established, and their attainment checked, year by year.

The operational advisory assistance provided was concerned with those aspects of budgeting and administrative organization for development that are linked to the application of plans and to the reorganization measures which

/can make

can make a short-term contribution to their effective implementation. The Institute maintained close contact with United Nations and ECLA technical assistance experts, in accordance with common programmes of work.

This operational advisory assistance dealt chiefly with systems for the execution of budgets, accounting and costing systems, measurements and control of programme results and the establishment of cost and productivity indexes. With respect to administration for development, it was focused on the operation of national planning and budgeting systems and the structure and operation of the agencies responsible for putting programmes into effect.

It should be pointed out in the present review that advisory assistance activities were substantially intensified as a result of the strengthening and consolidation of the Division and, in consequence, the level of activity was much higher than in the preceding year.

The following is an outline account of the types of assistance rendered in the various recipient countries.

#### 1. Mission to Central America

Between February and March a team of Institute experts gave advisory assistance to the Joint Mission for Central America and to the five countries' national planning offices. The head of the team was a general programmer, and the other members were experts on agricultural programming, natural resources, foreign trade, programme and performance budgeting, industrial programming, infrastructure projects, and administrative organization for development. The advisory services rendered to the Central American countries comprised a second mission on a team basis and a number of individual missions.

The purpose of these activities, which were carried out in conjunction with SIECA, the Joint Planning Mission and the various countries' planning offices, was to establish the bases for a more permanent programme of work and to begin studying a development strategy for Central America as a whole, as well as the incorporation of one-year operational plans in planning systems. The Institute collaborated primarily in the studies of development strategy. It is hoped that this work will be continued in 1967 with the additional co-operation of the Central American Bank for Economic Integration and the integration instruments, development banks, government circles, the private sector, universities, etc.

/In the

In the Central American area, besides providing the above-mentioned advisory assistance, the Institute co-operated on an ad hoc basis with the working group set up by the President of the Central American Bank for Economic Integration to consider the establishment of a regional institution for the promotion of exports. The final outcome was a document containing recommendations for the establishment of a semi-official institution to be called the Central American Export Promotion Company (Empresa Centroamericana para la Promoción de Exportaciones) based on public and private capital, and designed to encourage exports both of traditional commodities and of new products.

The Institute also collaborated with the Joint Mission and with OAS in drawing up a simple set of economic indicators, as part of the preparatory work for the introduction of annual plans.

Direct advisory assistance was given to various countries of the region in operational fields (budgeting, public-sector accounting, administrative reform) and in the revision of sectoral plans.

## 2. Mission to the Dominican Republic

Between March and April, advisory activities were carried out in the Dominican Republic by a mission composed of twelve experts divided into three teams: (a) a general planning team; (b) a budget programming team; and (c) a team for the analysis of State-owned industrial enterprises, all three being co-ordinated by a chief of mission who was a general programmer. The first group was made up of an agricultural programmer, an expert on natural resources, another on foreign trade, another on transport and another on programming for the social sectors (education, health and housing). The second group consisted of an expert on programme and performance budgeting and one on budgeting in enterprises. The latter also played an active part in the work of the third group, which comprised an industrial engineer, one expert on organization and financing of enterprises, and two experts on general organization.

The work was carried out in co-operation with the National Planning Office, the sectoral offices, the OAS, IDB/ECLA Advisory Group, the National Budget Office (a department in the Office of the President of the Republic), the Industrial Development Corporation (Corporación de Fomento Industrial)

/and the

and the State-owned industrial enterprises.

The following were the results achieved through the co-ordinated activities of these three teams:

(a) The preparation of a document on development strategy for the Dominican Republic; this was completed in 1966, and supplemented to previous studies in which the Institute had collaborated, as reported to the Governing Council in May of the same year. The development strategy provisionally formulated is divided into three parts. The first corresponds to the period covered by the two-year plan about to be put into effect (Plan Bienal 1967/68). The second part relates to a longer period, and assumes accelerated economic development based mainly on the agricultural sector, through increasing utilization of soil and water resources and of hydroelectric energy. The development of industries for the processing of foodstuffs and agricultural raw materials is contemplated in the same phase. The third part, set forth in very general terms, analyses the problems of the search for new sources of exports and employment. At the time of writing, the document is being revised by the Technical Secretariat of the Office of the President of the Republic, the OAS/IDB/ECLA Advisory Group and the Institute;

(b) The continuance of the work begun in 1965 with respect to the reform of the budget system. The activities of the mission pivoted on collaboration with the National Budget Office in the preparation of the consolidated public-sector budget, the designing of the essential instruments for its execution, and the drafting of a new bill to establish legal regulations for the budgeting process;

(c) The preparation of a plan for the rehabilitation of State-owned industrial enterprises (Plan de Recuperación de las Empresas Estatales Industriales), in co-operation with a team of experts from the Industrial Development Corporation;

(d) Advisory assistance with respect to the basic administrative reforms that will be required for the forthcoming stages of the planning process.

In pursuance of the programme of work, missions were undertaken in the months of September and October by four experts who gave advisory assistance in respect of natural resources, budgeting in the Corporación de Empresas and a plan for the rehabilitation of public enterprises as well as in the Development Corporation and the Ministry of Industry.

### 3. Paraguay

In Paraguay, where the Institute has been undertaking intensive activities from the very outset, the year 1966 witnessed the continuance of general advisory assistance in the revision of a draft two-year plan (Plan Bienal 1967-1968), prepared by the Technical Planning Secretariat of the Office of the President of the Republic, with the assistance of the OAS/IDB/ECLA Advisory Group. The Institute's co-operation was focused mainly on the programmes for the agricultural and public sectors.

The Institute group helped to launch activities aimed at the definition of a development strategy, and pivoting upon the identification of specific programmes and projects which may be of vital significance for the country's development.

### 4. Chile

Since the end of 1965, the Institute has collaborated with the Government of Chile in the work of programming for the agricultural sector, especially in the organization of the planning system and the preparation of the pertinent programme. A start was also made on advisory assistance in connexion with the designing of systems that the Government intends to introduce for the execution of programme and performance budgets, and the accounting procedures involved, as well as with the organization and operation of sectoral budget offices. A working group is being set up to this end, composed of officials from the Budget Department and from the Institute of Administration of the Universidad de Chile.

In November work began on the compilation of data and on establishing contact with national agencies (ODEPLAN, CONORTE) with a view to the preparation of a regional development programme for the north of Chile on the basis of co-operation with the agencies in question.

### 5. Other activities

In contrast with the foregoing activities, carried out by teams under long-term programmes, the Institute collaborated with the Governments of Argentina, Brazil, Panama, Peru, Uruguay and Venezuela in specific aspects of the planning process, chiefly administrative reforms, improvement of budget systems, and national accounts.



### III. RESEARCH





### III. RESEARCH

#### A. ECONOMIC RESEARCH

##### 1. Integration in relation to national development plans

The studies carried out took shape in two documents. One, on broader lines, relates to the region as a whole and constitutes the final version of an earlier text; it is presented to the Governing Council on this occasion under the title of Integración, sector externo y desarrollo económico de América Latina.

The study in question deals with the evolution of exports, imports and financial components of the balance of payments, their modus operandi in the past and the role they will presumably play in the future, and the question of how far this behaviour pattern handicaps economic growth. It thus determines the trade gap that would be created if Latin America's economic growth rates were to be higher than in the past and the circumstances that have conditioned the region's development were to persist.

Within this framework, the document examines the contribution to the elimination of the external-sector bottleneck that might be made by a regional import substitution programme based on economic integration.

Attention should be drawn to some interesting points and conclusions relating to integration and external-bottleneck problems that are discussed in the study under review.

Since the import substitution process cannot suffice to overcome the trend towards external disequilibrium, were the region to aim at a steady annual economic growth rate of about 6 per cent, it would be faced with a trade-balance deficit, or trade gap, which by 1975 would amount to approximately one-third of the purchasing power of exports in the same year. If this situation, instead of being expressed in terms of the trade gap, is viewed from the angle of the growth rate of the product that would be compatible with the stabilization of the trade balance, it then appears that Latin America would have to keep its rates of development below 4 per cent per annum.

The analysis of the financial aspects of the gap clearly shows that as a result of the increase in service payments the net benefit derived from

/external financing

external financing becomes progressively smaller. This and other facets of the problem are analysed in quantitative terms in the study just carried out.

In the context of the objectives and possible content of an import substitution programme at the level of the region as a whole, the document indicates how such a programme might help to remodel the industrial structure of the Latin American economies, establish production conditions closer to those characteristic of the world market, and, at the same time, promote further development on the basis of a capital formation process that would be less vulnerable to the effects of the external bottleneck.

Domestic production of capital goods, which could be speeded up and rendered more efficient if sustained by a regional market, emerges as one of the factors which may metamorphose the development process in Latin America. The study analyses certain sectors of vital importance for the attainment of the objectives mapped out; in particular, the metal-transforming industries, which, under a regional policy, might do much to narrow the trade gap.

It is pointed out in this connexion that Latin America's import coefficient is already lower than that of countries with larger markets and greater experience in the field of industry, and that the unilateral implementation of an import substitution strategy would reduce it still further.

After analysing the significance and the effects of such a programme, the document considers some of the reasons why a policy of this type would have to be complemented by other expedients. Attention is also drawn to the changes in respect of capital formation, assimilation of technology, manpower training and other matters which are involved in industrial development on a basis of integration.

On similar lines, research was carried out in 1966 on the external sector in relation to the Central American common market, which is also a subject of study for the United Nations Conference on Trade and Development (UNCTAD). The title of the resulting document is Centroamérica, Análisis y proyección del estrangulamiento externo en su proceso de desarrollo. This research afforded an opportunity for applying and more thoroughly developing,

/in relation

in relation to a specific area, some of the ideas expounded in the broader study which preceded it.

The review of Central America's foreign trade reveals analogies with that of Latin America as a whole. The limiting effects of the external sector on the development of the Central American economies are defined, and an indication is given of how far economic integration could help to mitigate them.

In the course of the foregoing research, contacts were established with the secretariat of LAFTA, for whose Advisory Committee on Industrial Development (CADI) the Institute is to prepare a document analysing the efforts so far made to take integration into account in the development plans and policies not only of States members of LAFTA but also of other areas whose experience is relevant to the purposes of the Association.

The Institute has begun to collaborate with INTAL in a joint study on national development plans and their relation to integration objectives. Other possibilities of co-operating with this agency in the same field are under consideration.

## 2. Financial programming

Further progress was made in the task of preparing, in conjunction with the Chilean Central Bank and Planning Office, a model for analysis of the financial aspects of the economic system, whereby, through the compilation of historical data, the structure of the financial system and the operation and evolution of short-term policies can be studied. To this end, flow-of-funds tables were drawn up for the years 1960 to 1964 (inclusive), giving a detailed breakdown of sources and uses of the funds for the main sectors of the public administration, including State-owned enterprises, and all financing institutions, both public and private. The aim of this initial study was to collect data on the part played by financing institutions in the provision of resources for the various sectors of the economy.

This preliminary stage having been completed, the pertinent methodological report is now being drafted. It is worth mentioning that the data and models prepared are already being used as background material for analyses of the compatibility of sectoral financing programmes.

## /3. Economic policy

### 3. Economic policy model: Chile

The Institute co-operated with the Planning Office of the Government of Chile in the preparation of a model for decision-making in respect of short-term economic policy. An advanced technique, based on the combined possibilities of mathematical instruments and the speed and data-handling capacity of electronic computation, was tried out in relation to an existing situation.

As regards the definition of the objectives of the model, and the formulation of basic hypotheses and fragmentary theories on the behaviour pattern of major sectors of the Chilean economy, guidance was originally given by Mr. Jorge Ahumada, who devised the project, and later a team of senior officials from the Planning Office (ODEPLAN), the Ministry of Finance, the Ministry of Economic Affairs and the Central Bank was permanently available for consultation.

On the basis of this initial approach to the problem, an over-all model of the operation of the Chilean economy was formulated.

A decision-making model of this type differs from the traditional models not only by its dynamic character but also inasmuch as it explicitly shows the existence and interdependence of several decision-making centres, and defines the variables considered at lower levels of aggregation.

In the specific case under consideration, the primary purpose of the model is to evaluate the result of policy decisions as a whole with respect to the evolution of consumer and wholesale prices and to the financial situation of the Government. Secondly, information of a less precise order is obtained on general financial and monetary indicators and their effects on production and investment. The final report submitted by the Institute to the Government of Chile on the studies in question, which were completed in 1966, is presented to the Governing Council for its information.

### 4. Project for research on economic development

Despite the efforts made - in the fields of planning, industrialization, social policies, economic integration - to interpret Latin America's development problems and promote their solution, the long-term analysis of the development process continues to reveal the persistence of unsatisfactory features. These characteristics - such as the slackening of the rate of

/development during

development during the past ten years, the progressive exhaustion of import substitution possibilities in certain countries, the inadequacy of the system's dynamic force to cope with employment problems and others that have been aggravated by the rapid rate of population growth in the region - have for some years been calling for an interpretation model which can explain them more fully, and in which there is also room for such phenomena as the advance of the marginalization process, the disparities between one area and another, the lack of dynamism in the agricultural sector, and so forth.

The Institute's activities are geared to these problems, which are the object of special analysis and particularly concentrated attention in the research project outlined here. This research is based on the studies and analyses that ECLA and other research centres have been carrying out, and hinges upon a comparative study of the various types of economy to be found in Latin America and of their different stages of development, the aim of which is to define the operation of the factors conditioning the growth rate and the degree of structural diversification of the economies concerned.

The interpretation of Latin American development, in which progress has been made, constitutes the central objective of this part of the Institute's work, and is the subject of the last section of the text in course of preparation. The phases already completed are reviewed below.

(a) The concept of development

An effort was made to reinterpret the concept of development in terms that bring it directly into line with the problems of Latin America as they present themselves in actual fact; in terms, that is, of the structure of production, the inter-relationships between agricultural and industrial development, external-sector problems, income distribution, employment, etc. A conceptual theory has thus been arrived at which is felt to be useful both from the standpoint of economic and social policy and from that of the study of development as a process of social change.

(b) The historical background of the development and under-development process

The working hypotheses adopted is that the development of the industrialized countries and the under-development of the peripheral regions

/are the

are the obverse and reverse of a single process, linked by the international relationships between the two groups of countries, particularly in the fields of trade and the transfer of resources. The analysis of these international relationships, especially during the period when they reached their apogee (at the end of the nineteenth century and the beginning of the twentieth), proved to be an extremely useful starting-point for an evaluation of the impact and the dynamic effects of the great industrial centres on the economic structure and growth pattern of the peripheral countries. This historical analysis differentiates between various types of Latin American economics, and endeavours to account for their common features as well as the dissimilarities in their structure and dynamics, placing the more recent industrialization, urbanization and marginalization processes and the current problems of development policy in their true historical perspective.

(c) Development theory

The adoption of an approach to the development problem whose conceptual framework will more directly reflect the typical problems of the Latin American economics, will permit inter-disciplinary analysis of the development process and will focus attention on its history and dynamics, has entailed a critical analysis of the main bodies of economic theory underlying development concepts and policy. This in turn necessitated a preliminary discussion of the methodology of development analysis, followed by a review of some of the most important theories in this field. Work is also proceeding on a synthetic presentation of the latest macro-dynamic models, and a comparative analysis of all these theories.

The line of thought which is gradually emerging from this research was incorporated into the Basic Course, both as a means of enriching that part of it which relates to the development of Latin America, and in order to discuss with the participants the development processes and problems of their respective countries, as explained under the head of the Training Programme (section 1). Procedures have also been devised which lend themselves better to inter-disciplinary analysis of development and help to forge closer links between this piece of research and those conducted by the Institute in the social field.

## B. SOCIAL RESEARCH

The aim of these studies is to analyse changes in the social structure and in the groups responsible for investment and consumption decisions, with special reference to the broadening of the national system of economic decisions, so that the analysis will gradually cover the agricultural sectors, the industrial sectors, the middle-income groups and even, in specific circumstances, the broad masses of the urban population.

The work of synthesis on which reports have already been submitted to the Governing Council on previous occasions was continued in 1966 on the basis of increasingly copious material and background data. In this connexion, further special studies and fragmentary syntheses were prepared in relation to integrated analysis of the socio-economic development of Latin America. The aim was to acquire fuller knowledge of the social conditions of development in areas on which, generally speaking, little systematic information was available.

The following are some of the principal activities carried out in 1966 to pave the way for the Estudio general de las condiciones sociales del desarrollo.

### 1. Research on entrepreneurial groups

In Argentina, Brazil and Chile, varying degrees of headway have been made in the studies on the entrepreneurial sector in industry. This research is focused on the following points:

- (a) Formation of entrepreneurial groups;
- (b) Economic function of entrepreneurs;
- (c) Attitudes with respect to national economic policy;
- (d) Activities of entrepreneurial associations;
- (e) Industrial promotion and investment policy;
- (f) Attitudes adopted vis-à-vis the Latin American common market; and
- (g) Financial policy of the entrepreneurial sectors.

In the case of Argentina, where the research was conducted in co-operation with the National Development Council (CONADE), the field work has been completed, and the phase of final analysis of data has now been entered upon. A preliminary analysis has been made, based on 50 per cent of the sample, in which attention is primarily devoted to the types of

/social action

social action and the codes of values of the respondents. By its means the classifications and hypotheses to be adopted for the final analysis have been precisely defined and this will contribute to the better and more accurate interpretation of the data.

In Brazil, the study is being carried out in collaboration with the Institute of Social Sciences of the Universidade do Brasil. The field work was begun in 1966, and is at present in its final stage. A survey covering part of the subject, in which the structural aspects of the formation and mobility of the entrepreneurial group are indicated on the basis of historical data, is already revealing patterns comparable with those brought to light in the study of the same type which was prepared in the first part of the year in relation to entrepreneurs in Chile, as stated in the last report to the Council. Contact was established with the Colegio de México, with a view to similar research in that country.

## 2. Study on the labour sectors and trade union organizations

This study, closely related to the research on the entrepreneurial sector, has already been begun in Chile, where the objects of analysis are the historical evolution of the trade union, its relation to the evolution of the country's economic and social structure, and its participation in the development process.

## 3. Research on social marginality

One of the constants appearing in studies on the social conditions of development is the fact that the dynamic force of economic expansion, while indubitably bringing about a series of changes that have resulted in the formation of large urban-industrial population strata, does not succeed in incorporating the bulk of the immigrants from rural areas into the urban-industrial employment system. In this sector of the population, commonly referred to as the marginal groups, certain characteristics of under-dynamic development that call for fuller explanation manifest themselves in an acute form.

Accordingly, the Institute is collaborating with DESAL, under a programme to be financed by the Ford Foundation, with a view to the crystallization of a research project on social marginality in Latin America. An attempt will be made to study marginality phenomena in four or five

/countries, with



countries with emphasis on the way in which such situations come to exist, and on their significance in themselves and in relation to society as a whole, at three main levels: the living patterns of marginal population groups, their incorporation in the economic system, and their links with the social system.

4. Project for research on the formation of the working-class in Chile

The Institute is collaborating with the University of Paris in a study just begun on this subject, which has taken the form of a sample survey of the social group in question. The following are the main points to which the study relates:

- (a) Integration in the urban environment;
- (b) Acceptance of industrial standards; and
- (c) The influence of urban consumption standards and of the possibilities of social participation through the trade unions on the behaviour patterns of workers.

The instruments of research having been already prepared and the sample selected, the study is now at the field-work stage which is scheduled for completion in 1967.

With the aim of continuing to expand the Institute's activities in this field, through closer work contacts with other research and study units, preliminary steps have been taken in some cases, and plans for co-operation have been concerted in others, with the following authorities and institutions:

(a) The Government of France. Arrangements are being made to secure the collaboration of a French sociologist in the launching of a programme of studies on administrative aspects of the development process. It is hoped that the work can be started in April 1967;

(b) The Government of the Kingdom of the Netherlands. Since October 1966 the Institute has enjoyed the co-operation of a specialist in sociology and demography placed at its disposal by the Government of the Kingdom of the Netherlands;

(c) The Institute of Economics of the Universidad de Montevideo. Assistance was given in the formulation of a research programme for the

social studies section of the Institute of Economics of the Universidad de Montevideo. The programme emphasizes the need for studies on the relations between administrative bureaucracy and economic development, which will mean that the work done in Montevideo can be co-ordinated with other research projects that the Institute has in hand.

/IV. PROJECTS

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The general principles underlying the Institute's work programme in the field of projects - of which an account has been given in earlier reports - were applied in 1966 in the light of predominantly practical criteria, as is appropriate to the subject itself. This is particularly true in respect of the inter-relationships between research work and directly operational activities. Thus, in 1966, through joint missions with IDB in Ecuador and with IDB and FAO in Paraguay, the Institute took a very active share in the preparation of two projects for the integrated development of agricultural areas. On the basis of this experience, a study was begun which will serve as a guide for the formulation of projects of this type, in the sector where the shortage of them is most critically acute; and the Institute also collaborated, in Uruguay, in the preparation of a project to create institutional machinery for promoting - at all stages, from identification to control of execution - projects of key importance for the application of the national Development Plan. Furthermore, as part of the Institute's work to establish closer links between planning at the national level and the Latin American integration process, a start was made on an analysis of evaluation criteria and their applicability to those projects which, at both the multinational and the national levels, can make the most significant contribution to the progress of integration.

Alongside these operational and research activities, the Institute intensified its attention to projects in its training programmes.

The various activities in the field of projects carried out by the Institute in individual countries in 1966 are reviewed below.

1. Ecuador. Draft project for agricultural diversification in the Central Littoral area

In the course of 1966, a joint IDB/INST Mission, at the request of the Government of Ecuador, completed its work of assisting in the formulation of a project consisting essentially in the launching of a programme for the development of a large area, to which a high agricultural potential is ascribed, but which is characterized today by the cultivation of a single crop - bananas. Through the diversification of production and the extension of the frontiers of agriculture in the same area, it is hoped that an

/important contribution

important contribution will be made to the attainment of Ecuador's Development Plan targets. To this end, the project envisages the implementation of an integrated set of programmes, covering the construction and maintenance of a road network, the application of specific production programmes - principally through the inducements offered by credit machinery and extension services -, the establishment of facilities and the effecting of investment in relation to the marketing of the area's production; agronomic research on such questions as genetic varieties, inputs, production techniques and market studies; pre-investment with a view to obtaining fuller information on the natural resources of the area, and, as regards industry, to determining the feasibility of installing plants to process its products in the area itself; and the strengthening of the credit, extension and co-ordination services which are considered necessary for the efficacious execution of the project and the attainment of its objectives.

In quantitative terms, the project covers an area of about one million hectares, of which, according to available data, approximately 180,000 are under cultivation. Of these, some 110,000 hectares (61 per cent) are taken up with banana plantations. The aim of the programme formulated, of which the project constitutes the initial phase, is to bring an area of about 320,000 hectares under cultivation within the next 10 years, and to grow bananas on only 60,000 hectares (18 per cent).

2. Paraguay. Regional project for the consolidation of the eastern land settlement nucleus

In response to a request from the Government of Paraguay, and at the proposal of the Inter-American Development Bank, a joint IDB/FAO/INST Mission was organized to prepare a draft regional development and agricultural expansion project, with the aim of consolidating and expediting the land settlement process embarked upon in the eastern part of the country.

The mission worked in close and permanent co-operation with Paraguayan technical experts from various agencies, in particular the Planning Secretariat (Secretaría de Planificación) and the Rural Welfare Institute (Instituto de Bienestar Rural). It was also assisted by technical experts from the Inter-American Institute of Agricultural Sciences (IIAS), and from the Pan American Sanitary Bureau, as well as from the Agency for International Development of the United States Government (AID).

/The starting

The starting point for the preparation of this project was a diagnosis of the economic and social situation existing in the area and an evaluation of its natural resources, and a ten-year development programme was drawn up, whose objectives and strategy were in line with those of the National Development Plan. It should be mentioned that this project had already been accorded top priority under the Plan itself, and assigned clearly-defined objectives relating to the transformation of the area, to its share in the expansion of the country's exports, and to the consolidation of the agrarian reform process begun there through the redistribution of land. The project was conceived as the initial expression of this programme in operational terms. Accordingly, sub-programmes were established with respect to production; investment in economic infrastructure (mainly highways) and the social sectors (health, education, housing); investment outlays at the farm level; marketing services and facilities; credit and extension services; promotion of co-operatives; and agricultural research and pre-investment with a view to the installation of industries.

The aim of the development programme that the project would help to expedite is to increase the area under cultivation - out of a total area of approximately 700,000 hectares - from about 40,000 hectares to 130,000 in three years' time, and to roughly 300,000 by the end of the ten years which the programme covers.

### 3. Uruguay. Project promotion

In the course of the year the Institute collaborated with Uruguay's planning agency - the Investment and Economic Development Commission (Comisión de Inversiones y Desarrollo Económico - CIDE) in the designing of institutional machinery for programming and project promotion. The establishment of this machinery was envisaged in the Plan itself, as one of the most important instruments whereby its implementation could be ensured.

As the counterpart of this national effort, it is hoped that the United Nations Development Programme will agree to finance a group of international experts which, with the support of the Institute, will help the Government to set up this machinery and put it into operation. The function of this group of experts would be to assist in the creation of

/project preparation

project preparation and evaluation centres in Ministries and other institutions responsible for the execution of the Plan and of the sectoral programmes.

An attempt would thus be made to establish a permanent institutional basis as a means of strengthening and giving greater continuity to efforts directed towards the definition, preparation and execution of the projects incorporated in the National Plan, and of others that become feasible as its immediate objectives and targets materialize. Other fundamental ends to be served by the machinery in question would be to minimize the gestation period of projects; to make the requisite background studies sufficiently far in advance; to ensure the continuity of the activities whereby studies could be translated into terms of projects; and, in short, to speed up the whole decision-making process in such a way as to ensure that projects were satisfactorily executed.



## V. AGRICULTURAL PLANNING



## V. AGRICULTURAL PLANNING

The activities which have been undertaken in this field from the outset have comprised advisory assistance to Governments, training of specialists, and, more recently, participation in specific project designs. All these activities, of which accounts have been given at earlier meetings, are related to a body of background research for the preparation of a manual on agricultural development and planning. The attention devoted to the research in question made it necessary to exclude the corresponding special subject from the 1966 Basic Course.

The aim of the manual is to present a basic guide to agricultural planning which is adapted to the varying agricultural conditions prevailing in the Latin American countries. In pursuit of this objective, the subject is approached at two levels; one theoretical, providing the instruments of analysis for agricultural planning, and the other strictly pragmatical. Progress has been made to date in the analysis of the relative stagnation of the agricultural sector and its influence as a brake on economic growth. This part of the research takes into account the experience of the Institute and of other agencies in respect of the principal problems with which agriculture is faced. The study also includes consideration of a body of measures designed to promote the development of the sector and the introduction of reforms through a process of technological change. To this end, attention has already been devoted to four major topics:

- a) Administrative aspects of agricultural development planning;
- b) Statistical information in relation to sectoral planning;
- c) Analyses and projections relating to skilled manpower for the agricultural sector;
- d) Analysis of economic and social conditions in the agricultural sector.

Headway has also been made in work on a diagnosis to clarify the objectives of development policy and the establishment of priorities for the allocation of resources at the intra-sectoral level. This diagnosis is likewise based on studies of the structure of production and distribution and on the analysis and projection of demand.

/Several national

Several national and international agencies have collaborated in this work. Assistance has been given by FAO in connexion with forestry planning and nutrition problems; the Inter-American Institute of Agricultural Sciences of the Organization of American States is co-operating in questions relating to annual crops and to agricultural credit and extension services; the Joint ECLA/FAO Agriculture Division, in the field of livestock production; the Latin American Institute for Agricultural Marketing (Instituto Latinoamericano de Mercadeo Agrícola), in the pertinent programme; and the Chilean Development Corporation (Corporación de Fomento de la Producción - CORFO), with respect to the mechanization of agriculture.

## VI. INDUSTRIAL PLANNING



## VI. INDUSTRIAL PLANNING

The publication on the planning of industrial development, which is one of the Institute's first printed works, was completed in 1966. It describes the features and problems of industrialization in Latin America, and the methods of planning used in the manufacturing sector, and is, in general, a compendium of the teaching of the Institute on the subject, expressing both the Institute's and ECLA's views on diagnosis and policy-making in particular. It was prepared from a provisional set of lecture notes which were collected and issued during the early years of the Institute for the Santiago basic course.

The Institute plans to supplement the broad approach taken in this basic textbook by fuller studies of different facets of industrialization, concentrating on: (i) international industrial integration, in which the results of the detailed work of the Joint ECLA/IDB/Institute group will be drawn upon; (ii) formulation of policy instruments, with the aid of case analyses and a review of industrial development institutions; and (iii) aspects of industrial statistics that are of special importance for industrial planning.

In 1966 sample surveys of industry were carried out, industrial planning and policy in the Brazilian Nordeste were reviewed and the conclusions presented in the form of a document, and a preliminary paper on industrial planning and international economic integration was completed. Headway was also made with three other documents dealing respectively with industrial classifications and production processes, industrial planning and policy in Ecuador and industrial development institutions.

VII. JOINT ECLA/IDB/INSTITUTE  
PROGRAMME ON THE INTEGRATION  
OF INDUSTRIAL DEVELOPMENT





VII. JOINT ECLA/IDB/INSTITUTE  
PROGRAMME ON THE INTEGRATION  
OF INDUSTRIAL DEVELOPMENT



## VII. JOINT ECLA/IDB/INSTITUTE PROGRAMME ON THE INTEGRATION OF INDUSTRIAL DEVELOPMENT

As indicated in previous reports, the Institute has been collaborating with ECLA and IDB since mid-1964 in a joint programme for the integration of industrial development, consisting of studies and research on Latin American industry aimed at providing the background information needed for the regional economic integration of the manufacturing sector. The studies carried out under the Programme have focussed on the main branches of industry--steelmaking, metallurgy of non-ferrous metals, chemicals, pulp and paper, metal transforming and textiles--at the national level or that of the region as a whole.

The regional report on the steel industry was concluded after a thorough revision of the provisional version. This report, which makes a close analysis of costs and of the cost factors that place the different producers on an unequal competitive footing, completes the large body of data supplied in the report of the CADI (ALALC) Study Group. A study was also prepared on prospects offered by the export market for the future development of the Latin American steel industry, and another on the problems involved in adapting conventional steelmaking processes and equipment to the raw material or market conditions prevailing in Latin America.

The provisional report on the aluminium industry is the first demonstration of the cost and investment benefits to be obtained from regional integration.

The study on the development prospects and possibilities of regional integration for the copper industry will shortly be concluded.

The study group on the chemical industry made good progress in 1966. In addition to a report on the petrochemical industry in Latin America, and a broad analysis of activities in the sector from 1962 to 1964, a study on the fertilizer industry in the region was completed and used as a basis for discussions on the question of supplies at the second session of the ICAP Working Group on Fertilizers. This paper is important in that it

/showed, through

showed, through a searching country-by-country analysis of existing plants and of projects under construction or consideration, that the supply of nitrogenous fertilizers in both 1970 and 1975 is likely to outstrip demand.

A short study was prepared on the different types of know-how that are needed for the development of a diversified chemical industry. It is hoped to build up a body of knowledge through studies of this kind and thus place the somewhat sporadic efforts made to encourage technological research in Latin America on a more systematic and sounder basis.

Lastly, the end of the year marked the completion of the regional report on the sodium alkalis industry, for which surveys had been made of the sodium carbonate, caustic soda and chlorine markets in Latin America.

As regards metal transforming, the study on the machine-tool industry in Argentina, undertaken in co-operation with the National Development Council and Industrial Bank of Argentina, was completed. This document projects the evolution of the machine-tool inventory to 1975, and assesses present supplies and operating conditions in order to weigh up the possibilities of increasing supplies for the home market. It also suggests a number of ways in which to facilitate the expansion and diversification of the industry. The provisional version of a study on the metal-transforming industry in Colombia was concluded, and progress was made with a study of the same industry in Ecuador, undertaken at the request of the planning agencies there. As the domestic market for metal products is fairly small in Ecuador, the study will indicate the different ways in which the industry might be developed and specialized, in the light, among other things, of the possibilities afforded by a Latin American regional market. This work will form part of a series of country studies on the metal-transforming industry, of which those on Colombia, Uruguay and Venezuela have already been finished.

The reports on the textile industry in Mexico and Venezuela have been completed, as have the studies on the importance of economies of scale and the choice of production techniques and equipment for the cotton spinning and weaving industry, all of which will undoubtedly be useful for the programming of the textile sector. A preliminary study of world market

/prospects for

prospects for exports of textile products was also prepared, while the data assembled in the various regional and technico-economic studies mentioned is being used as the groundwork for a report on the textile industry in the region as a whole.

VIII. HUMAN RESOURCES (JOINT  
PROGRAMME WITH THE ILO)



VIII. HUMAN RESOURCES (JOINT  
PROGRAMME WITH THE ILO)





### VIII. HUMAN RESOURCES (JOINT PROGRAMME WITH THE ILO)

Further efforts were made in this field to ensure that the question of human resources would be expressly included and properly covered in planning. This work was undertaken in co-ordination with the Institute's advisory activities, and with the planning institutions of several countries.

The advisory activities initiated in Uruguay in 1965 were continued in the following year, co-operation being given in the preparation of a human resources programme to be integrated with the other plans. The main lines of activity were:

(a) An evaluation of the manpower situation in Uruguay from 1955 to 1965; this was examined from the over-all and sectoral standpoints and manpower supply and demand at the different levels of skill determined;

(b) Projection of manpower requirements to 1980 and establishment of targets for levels of employment and skilled labour requirements in the light of the goals set by the National Development Plan for over-all and sectoral growth.

Both studies have been finished and by the middle of 1967 the following research work and studies will have been started:

(a) A survey of industrial enterprises in order to obtain information on the structure of the labour force, manpower utilization and the educational level of the labour force employed in relation to such variables as size, technology and productivity;

(b) A periodical survey of industrial enterprises to determine short-term changes in employment and in manpower utilization. This would supplement the system for supplying regular information on the labour market, whose needs are now partly met by the University employment and unemployment sample survey;

(c) A survey of university graduates who have studied for the professions in the last ten years in order to have a clearer idea of supplies, demand and utilization in this category;

/(d) The

(d) The reclassification of the occupational categories established in the collective wage contracts for the groups and categories of the ISOC as a basis for comparing the occupational and wage structures with those of other countries.

The work of systematizing the information available on the manpower situation in Latin America also continued. Much of this information was included in the document prepared by the ECLA secretariat and entitled The Training of Human Resources in Relation to the Economic and Social Development of Latin America, which was submitted to the Conference on Ministers of Education and Ministers for Economic Planning in Latin America and the Caribbean, held in June 1966.

**IX. NATURAL RESOURCES**



## IX. NATURAL RESOURCES

In 1966, work continued on the joint research programme with Resources for the Future, Inc. The main purpose of this programme is to establish criteria and carry out methodological studies that will provide guidelines for the use of natural resources in consonance with long-term planning goals and targets.

A study entitled Los Recursos Hidráulicos en Chile: Un Modelo Económico has been prepared as part of the programme, and submitted to a group of Chilean experts on the subject for their comments. Apart from its value for Chile itself, this study marks a step forward in the formulation of a methodology to link up the availability and use of water resources with a regional development policy for the different countries. The analysis is mainly based on the comparative costs of water resources in different areas. The second research project will inquire into the economic infrastructure needed for the development of towns of various sizes in different parts of the region. A more detailed study of this question has been made in the case of Chile, and it is planned to do the same for other countries before the conclusion of the project.

In 1966 an expert was assigned by Resources for the Future, Inc. to help to explore the problem of allocating funds for research on natural resources and to establish criteria and policies for linking up the development of these resources with the longer-term requirements of the different countries. The first stage of the investigation would be finished in 1967, and it is hoped to follow it up by other surveys to complete the coverage of this important question.



ANNEXES





## LIST OF ANNEXES

- I. RESOLUTION OF THE GOVERNING COUNCIL OF THE INSTITUTE (Seventh session, New York, December 1966)
- II. RESOLUTION 260 (AG.58): LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING
- III. PROGRAMME OF THE 1966 BASIC COURSE
- IV. ORIGIN, PROFESSION AND FUNCTION OF THE PARTICIPANTS IN THE 1966 BASIC COURSE
- V. NUMBER OF PARTICIPANTS IN THE TRAINING PROGRAMME SINCE 1952
- VI. NUMBER OF PARTICIPANTS, BY COUNTRIES, IN THE BASIC COURSE SINCE 1952
- VII. DISTRIBUTION OF PARTICIPANTS IN THE BASIC COURSE BY PROFESSIONS, 1961-66
- VIII. NUMBER OF PARTICIPANTS IN EACH SPECIAL SUBJECT OF THE BASIC COURSE, 1961-1966
- IX. DISTRIBUTION OF THE INTENSIVE COURSES BY COUNTRY SINCE 1955
- X. NUMBER OF PARTICIPANTS IN THE SPECIAL COURSE, 1962-1966



RESOLUTION\*

LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING

\* Resolution adopted on 17 December 1965 at the seventh session of the Governing Council held in New York.



RESOLUTION ADOPTED BY THE GOVERNING COUNCIL OF THE  
LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL  
PLANNING AT ITS SEVENTH SESSION  
(NEW YORK, 16 AND 17 DECEMBER 1965)

The Governing Council of the Latin American Institute for Economic and Social Planning,

Bearing in mind that in part B, paragraph 3 of ECLA resolution 220 (AC.52), which was adopted on 7 June 1962, and by virtue of which the Latin American Institute for Economic and Social Planning was created, it was requested to submit to ECLA, prior to the latter's 1966 session, a proposal designed to ensure the continuity of the Institute;

Considering that in the Plan of Operation of the United Nations Special Fund project (INST/2 CD.I/1), dated 8 June 1962, it is noted that the Governing Council of the Institute shall submit such a proposal to ECLA;

Considering likewise that in the said Plan of Operation, paragraph 2, explicit reference is made to the intention expressed in ECLA resolution 220 (AC.52) that the Institute should be a permanent body at the service of planning in the Latin American countries;

Acknowledging with satisfaction the substantial support and the considerable resources which the Institute has received from the Latin American Governments in furtherance of its work;

Acknowledging with similar satisfaction the significant contributions made by the United Nations Special Fund and the Inter-American Development Bank (IDB), thanks to which it has been possible to inaugurate and carry out the first phase of the Institute's activities;

Bearing in mind, likewise, the valuable co-operation in the said activities obtained from the United Nations Food and Agriculture Organization (FAO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Children's Fund (UNICEF), the Pan American Sanitary Bureau (PASB) (Regional Office of the World Health Organization (WHO)), the International Labour Organisation (ILO), the Organization of American States (OAS) and other international and national agencies, both public and private;

/Having reviewed

Having reviewed at its half-yearly sessions, and particularly at the present seventh session, the progress achieved by the Institute both in respect of the training of personnel and in the fields of research and of technical advisory assistance to Governments;

Observing (a) that the Institute's training activities have helped to qualify officials and specialists from the Latin American countries, and that this has been an important factor in the progress of planning in the countries concerned; (b) that this aspect of its functions has been fulfilled (i) through an annual basic training course for such technical cadres, relating both to over-all programming and to programming for the major sectors of economic activity, (ii) through intensive courses, which have been held in almost all the Latin American countries, and several of which, as is noted with satisfaction, are being followed up by national agencies and with national resources, and (iii) through special courses established by the Institute in conjunction with UNESCO and PASB to meet training requirements in the fields of educational and health planning;

Observing, moreover, that the work of the Institute has helped to strengthen planning activities through progressively increasing advisory assistance to Governments in the establishment of procedures and instruments conducive to the formulation of their development programmes, and that in this connexion note is taken with satisfaction of the significant support given by Governments to the project for the expansion of the Institute's activities which enabled it to broaden its advisory services and pursue advisory assistance programmes covering the phase of execution of development plans;

Noting that in the field of research work the Institute has helped to improve planning methods and techniques, and, in particular, has introduced new ones aiming at the co-ordination of national plans with a view to economic integration; has promoted the preparation of textbooks and manuals with the aim of disseminating planning methods and procedures in various sectors; and has undertaken a body of basic research work on economic and social development and planning problems in Latin America;

/ Considering that

Considering that the Institute was created by the Governments under the aegis of ECLA, and that its objectives meet real and growing requirements deriving from the Latin American countries' efforts to speed up their economic and social development;

Taking into account that in relation to the said requirements, the headway made in planning processes and the experience of the Latin American countries with respect to the valuable services provided by the Institute have generated a steadily increasing demand for the services in question,

Decides:

1. To recommend to the Latin American Governments that they adopt the measures required to ensure the continuity and intensify the activities of the Latin American Institute for Economic and Social Planning;

2. To recommend to ECLA that at the 1966 session of its Committee of the Whole appropriate provision be made for the maintenance and intensification of the Institute's activities, so that it may continue to further the advance of the planning process, and, in particular, that resolutions be adopted with the aim of:

- (a) Securing the Government Counterpart Contribution required for the continuity of the relevant United Nations Special Fund project;
- (b) Formulating such recommendations as the Committee of the Whole may deem appropriate, for the purpose of obtaining the fullest possible financial support from the United Nations Special Fund and from IDB;
- (c) Maintaining the effective co-operation established with FAO, ILO, UNICEF, PASB, UNESCO, and other international and national agencies, both public and private, which participate in the work of the Institute;

3. To request the Director-General of the Institute that he do his part to promote negotiations with the Latin American Governments, the United Nations Special Fund and IDB with a view to obtaining the financing required for the continuity of the Institute's activities,

/on the

on the basis of the aims pursued by its programme of work and the resources that the programme and aims in question necessitate;

4. To request the Director-General of the Institute, in addition to co-operate in the formulation of the draft plan of operation, the conduct of the other necessary proceedings and the implementation of the resolutions adopted by ECLA with respect to the continuity of the Institute's activities.

(17 December 1965)



RESOLUTION 260 (AC.58) \*

LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING

\* Adopted by the Committee of the Whole of ECLA at its eleventh session, 10-12 May 1966.



260 (AC.58) LATIN AMERICAN INSTITUTE FOR ECONOMIC  
AND SOCIAL PLANNING

The Committee of the Whole of the Economic Commission  
for Latin America,

Considering the important contribution made to the Governments in their planning and development activities by the Latin American Institute for Economic and Social Planning, created in 1962 by virtue of an ECLA resolution and established as a project of the United Nations Special Fund with the aid of the Inter-American Development Bank,

Considering that the Commission has followed the progress of the Institute's work by means of the annual reports submitted by its Governing Council to ECLA,

Bearing in mind the report of activities and the report of the Director-General of the Institute on its past development and policy, as well as the other documents on the subject,

Considering that the Latin American Governments have been helping to finance the Institute, through the contribution of the Inter-American Development Bank and other resources and through the counterpart funds allocated for the intensive training courses and advisory groups on planning,

Considering that, in its resolution 220 (AC.52), the Committee of the Whole requests the Governing Council of the Institute to submit to ECLA, prior to its 1966 session, a proposal designed to ensure the continuity of the Institute,

Noting with satisfaction the resolution adopted on 17 December 1965 by the Governing Council of the Institute recommending the continuation and intensification of the activities of the Latin American Institute for Economic and Social Planning,

/ Considering that

Considering that the functions of the Institute fill a permanent need in the field of development planning in Latin America,

Considering that the action being taken by the United Nations in Latin America through the Latin American Institute for Economic and Social Planning is wholly consistent with the objectives of the United Nations Development Decade (General Assembly resolutions 1710 (XVI) of 19 December 1961 and 2084 (XX) of 20 December 1965),

Bearing in mind the recommendation made by the Economic and Social Council in resolution 1079 (XXXIX) of 28 July 1965 to the regional economic commissions to continue and intensify their work on planning, in which express mention is made of the planning institutes established by these commissions,

Decides:

1. To express, with particular satisfaction, its support for the Institute in the work it is doing, which has made a significant contribution, in the form of training courses, research and advisory services, to the progress of planning in Latin America;

2. To recommend to the Governments that, in view of the increasing requirements deriving from the process of planning in Latin America, they take the necessary steps to continue and intensify the activities of the Institute in, among other fields, the economic integration of Latin America, and to support the proposals for financing made for that purpose to the United Nations Development Programme and the Inter-American Development Bank;

3. To transmit to the Administrator of the United Nations Development Programme its appreciation for the support extended to the Institute and to the Project for the Expansion of Activities approved by the Special Fund, and to urge him to

/continue to

continue to assist it in future in order to ensure the continuity and expansion of the Institute's activities;

4. To transmit to the President of the Inter-American Development Bank and to its Directors its gratitude for the support they have given to the Institute, and to urge them to continue to assist it in future in order to ensure the continuity and development of the Institute's activities;

5. To express its appreciation of the valuable co-operation extended to the Institute by the International Labour Office, the United Nations Development Programme, the Food and Agriculture Organization of the United Nations, the United Nations Educational, Scientific and Cultural Organization, the United Nations Children's Fund, the Pan American Sanitary Bureau (the regional office of the World Health Organization), the Organization of American States, the Agency for International Development of the United States Government, Resources for the Future, Inc., and other international, national, public and private organizations, and to recommend that such co-operation be continued, at the same time expressing its gratitude to the Governments of the Netherlands, for the financial resources it has made available to the Institute for the implementation of its work;

6. To request the Executive Secretary of ECLA and the Director-General of the Institute to take such steps as may be required to ensure implementation of this resolution.

11 May 1966









Distribution of participants in the 1966 Basic Planning Course by special subjectsI. GENERAL PLANNING

Name	Age	Country	Profession	Place of work	Function	Fellowship
1. BREME, Hugo Renato	23	Argentina	Public accountant	National Development Council	Adviser Public sector	UN
2. MALAJOVICH, Mario Luis	26	Argentina	Economist	Facultad de Ciencias Exactas y Naturales - Instituto de Cálculo	Research assistant	UN
3. RAMOS SANCHEZ, Pablo	28	Bolivia	Economist	Ministry of Finance	Department of Co-ordination and Planning	UN
4. TRIANA DIAZ, José Vicente	31	Colombia	Economist	Administrative Planning Department	Chief, General Studies Section, Public Sector Division	UN
5. AMADOR SANCHEZ, Francisco	30	Costa Rica	Economist	Planning Office	Planning specialist	AID
6. CABRERA ABRIZUA, Haroldo	26	Chile	Economist	Universidad de Concepción	Teaching assistant in business administration	UN
7. GUSCO REYES-GAVILAN, Pedro Pablo	27	Cuba	Economist	Ministry of Foreign Trade	Economic analyst	UN
8. PENALVER MARTINEZ, Raúl Leonardo	23	Cuba	Economist	Ministry of Foreign Trade	Chief, Oficina de Política Comercial	UN
9. POCASANGRE LOPEZ, Carlos Alberto	29	El Salvador	Economist	Universidad de El Salvador	Member of the Department of Economics	UN
10. BUENROSTRO HERNANDEZ, Jorge Rubén	32	Mexico	Civil engineer	Rfo Balsas Commission, Municipio de Guernavaca	Technical adviser	UN

## I. GENERAL PLANNING (concluded)

Name	Age	Country	Profession	Place of work	Function	Fellowship
11. CAMPILLO ILLANES, Mauricio	25	Mexico	Civil engineer	Universidad Autónoma J. México, Facultad de Ingeniería	Professor (overland communications projects)	UN
12. DE ALVA MARTINEZ, Ernesto	25	Mexico	Architect	Ministry of Communications and Transport	Preparation and supervision of transport planning	UN
13. NORIEGA VERDAGUER, Antonio	27	Mexico	Economist	Ministry of Industry and Trade	Deputy Head of Department	UN
14. ORTIZ HERNAN, Sergio	30	Mexico	Economist	Ministry of Communications and Transport	Technical co-ordinator	UN
15. TORRES RAMIREZ, Olga Esther	28	Mexico	Economist	ECLA Mexico Office	Statistician	UN
16. JORGE PEÑA, Justo Ramon	28	Paraguay	Economist	Banco de Londres y América del Sud	Bank official	UN
17. VASQUEZ MENDOZA, Valentín	26	Peru	Economist	National Planning Institute	Technical expert, National Accounts Division, Department of Macroeconomics	AID
18. MITCHELL LORENZEN, Ricardo	29	Dominican Republic	Civil engineer	Ministry of Public Works and Communications	Design engineer	UN
19. TAVERAS TAVERAS, Gerardo	25	Dominican Republic	Economist	National Planning and Co-ordination Office	Technical training	IDB
20. BUVEDAS LOPEZ, Francisco	25	Uruguay	Agonomist	Ministry of Agriculture and Livestock	Technical assistant, Agricultural Programming and Policy Office	UN
21. MACADAR AZAR, Luis	27	Uruguay	Economist	Investment and Economic Development Commission (CIDE)	Research worker	IDB
22. SORIANO VALENTI, Hermann	25	VENEZUELA	Economist	Central Co-ordination and Planning Office (CORDIFLAN)	Programming analyst	UN

## II. INDUSTRIAL PLANNING

Name	Age	Country	Profession	Place of work	Function	Fellowship
1. DEL CAMPO, Alfredo Tomás	26	Argentina	Public accountant	National Development Council	Adviser	UN
2. BIATO, Francisco Almeida	23	Brazil	Economist	ECLA/ENDE Centre for Economic Development	Economist	UN
3. RODRIGUES NETO, Antonio	28	Brazil	Engineer	Banco do Nordeste do Brasil	Analysis of industrial projects	UN
4. SANCHES, Alceu g/	30	Brazil	Economist	ECLA/ENDE Centre for Economic Development	Economist and assistant professor	UN
5. SERRA, José	23	Brazil	Civil engineer	-	-	-
6. LEON ESPEJO, Clara María	24	Colombia	Economist	Ministry of Foreign Trade	Economist, ALALC Sub-Division	UN
7. CESPEDES SOTO, Rubén	29	Chile	Commercial engineer	National Planning Office	Programmer	UN
8. JOFRE ALMARZA, Raúl	38	Chile	Chemical engineer	National Planning Office	Adviser	-
9. GUTIERREZ ARANCIBIA, Ismael	30	Chile	Industrial engineer	Technical Co-operation Service	Technical assistance engineer	UN
10. ZINCKE QUIROZ, Germán	29	Chile	Civil engineer	Development Corporation (CORFO)	Programming officer	UN
11. MOLINA WOOLFORD, Carlos	24	Guatemala	Economist	Banco de Guatemala	Industrial studies and projects analyst	UN
12. AGUAYO CUBILLO, Pedro	26	Ecuador	Economist	Economic and Social Development Centre (CENDES)	Economist, Studies Division	UN
13. DUPerval, François Gilbert	29	Haiti	Accountant	Haitian Statistical Institute	Chief, Trade, Industry, Prices and National Accounts Section	UN

g/ Participant in the second stage.

**II. INDUSTRIAL PLANNING (concluded)**

Name	Age	Country	Profession	Place of work	Function	Fellowship
14. EGUIGUREMS RIVERA, José Alberto	30	Honduras	Economist	National Economic Council	Deputy Head, Industrial Programming Department	UN
15. RODRIGUEZ VALDES, Gilberto	26	Nicaragua	Economist	Economic and Social Planning Office	Co-ordinator for the industrial sector	AID
16. FRETES VENTRE, Daniel	32	Paraguay	Economist	Universidad Católica	Head of Department	UN
17. UDAGAWA ARRECHEA, Segundo	33	Paraguay	Economist	Banco Central del Paraguay	Chief, Foreign Exchange Section	IDB
18. BARRON FIGALLO, José	28	Peru	Civil engineer	National Planning Institute	Co-ordinator	IDB
19. ROMERO CORCUERA, Rosa	29	Peru	Industrial engineer	National Planning Institute	Engineer, Technical Department	UN
20. TONOS SANTANA, Luis Eduardo	27	Dominican Republic	Statistician	Industrial Development Corporation	Market analyst	IDB
21. GOMEZ PIETREZ, Manuel Emilio	35	Dominican Republic	Civil engineer	National Planning and Co-ordination Office	Technical training	UN
22. ANICHINI SALVIA, Juan José	44	Uruguay	Industrial chemist	Investment and Economic Development Commission (CIDE)	Research worker	IDB
23. GARCIA DUQUE, Jorge	32	Venezuela	Economist	Central Co-ordination and Planning Office (CORDIPLAN)	Planning analyst, Industrial Department	UN
24. PEREZ CASTILLO, Germán	28	Venezuela	Chemical engineer	Venezuelan Development Corporation	Projects and technical assistance engineer	Government
25. VILLALBA CARRION, Rafael	34	Ecuador	Commercial engineer	ECLA, Santiago	Research assistant	-

**III. BUDGETARY PLANNING**

Name	Age	Country	Profession	Place of work	Function	Fellowship
1. ANOR RAMOS, José Alberto	31	Argentina	Public accountant	Office of the Controller Ministry of Finance	Auditor, Chief supervisor	UN
2. GUICHON, Gabriel	24	Argentina	Public accountant	National Budget Office Ministry of Finance	Principal adviser	AID
3. BOADA RODRIGUEZ, Raúl	27	Bolivia	Economist	Budget Department, Ministry of Finance	Chief, Public sector programming	UN
4. DE SIQUEIRA CAVALCANTI, Telurio	27	Brazil	Economist	SUDENE	Economist	UN
5. PRACIANO, José William a/	28	Brazil	Lawyer	SUDEG	Economic development specialist	IDB
6. OCHOA SIERRA, Humberto	35	Colombia	Economist	Ministry of Finance and Public Credit	Economist, National Budget Office	UN
7. BRAVO CASTRO, Rosalva	27	Costa Rica	Economist	Planning Office	Public administration specialist	UN
8. MALDONADO MALDONADO, Miguel	31	Chile	Commercial engineer	Institute of Organization and Administration (INSORA)	Adviser	UN
9. SEGOVIA ALTAMIRANO, Nelson	26	Ecuador	Economist	Ministry of Finance	Budget analyst	UN
10. BONNET, Michel	30	Haiti	Lawyer	Finance Department	Section chief	IDB
11. FUNES DURON, Rodolfo	26	Honduras	Public accountant	General Budget Office	Expenditure programming analyst	IDB
12. RIETTI MATHIEU, Luis	26	Honduras	Public accountant	Ministry of Public Health, Planning Unit	Executive assistant to the Unit Director	UNICEF
13. PLAZA MANCERA, Ramón	28	Mexico	Economist	Ministry of Finance and Public Credit	Research worker	UN

a/ Participant in the second stage.

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XII. BUDGETARY PLANNING (concluded)

Name	Age	Country	Profession	Place of work	Function	Fellowship
14. LANZA DE CASPILLO, Leonor	32	Mexico	Economist	Economic and Social Planning Office	Vice-coordinator, Department of Public Sector Programming	AID
15. GONZALEZ AVILA, Miguel Martín	26	Paraguay	Economist	Ministry of Finance	Budget analyst	AID
16. ACUÑA DIAZ, Moisés	36	Peru	Economist	Ministry of Education, Educational Planning Department	Economist	UN
17. ALCANTARA GONZALEZ, Mariano	25	Dominican Republic	Economist	National Budget Office	Programme analyst	IDB
18. SANTAMARIA, Nelson Angel a/	35	Uruguay	Public accountant	Office of the Controller	Adviser and assistant to the Controller	Government
19. ALVARADO, Luis Narciso	27	Venezuela	Economist	Ministry of Finance	Budget analyst	Government
20. CARRERA MATA, Cruz Cornelio	32	Venezuela	Economist	Co-ordination and Planning Office (CORDIPLAN)	Budget analyst	UN

a/ Participant in the second stage.

Number of participants

	1952	1953	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	Total
I. <u>Basic Course</u> a/	10	12	17	8	14	14	19	18	-	61	74	75	68	51	67	508
II. <u>Intensive courses</u>																
(a) Number of participants	-	-	-	80	48	143	136	300	345	258	312	518	270 <sup>b/</sup>	396 <sup>b/</sup>	344	3 144
(b) Number of courses	-	-	-	(1)	(1)	(2)	(2)	(3)	(5)	(5)	(6)	(9)	(5)	(8)	(7)	(54)
III. <u>Special courses</u>																
(Health planning)																
(Educational planning)																
(Planning for the housing sector)																
(Planning for trade union leaders)																
(a) Number of participants											47	73	77	109	126	432
(b) Number of courses											(2)	(2)	(2)	(2)	(4)	(12)
<u>Total</u>	<u>10</u>	<u>12</u>	<u>17</u>	<u>88</u>	<u>62</u>	<u>157</u>	<u>155</u>	<u>318</u>	<u>345</u>	<u>319</u>	<u>433</u>	<u>666</u>	<u>415</u>	<u>550</u>	<u>537</u>	<u>4 084</u>

a/ The Basic Course is given annually (except in 1960), in Santiago, Chile.

b/ Excluding two intensive courses organized by the Institute and subsequently carried out by national agencies in co-operation with the Institute.





## TRAINING PROGRAMME

Participants in the Basic Planning Course

Country	1952	1953	1954	1955	1956	1957	1958- 1959	1959- 1960	1961- 1962	1962- 1963	1963	1964	1965	1966	Total
Argentina	-	2	2	2	1	1	-	1	11	5	5	7	7	5	49
Bolivia	-	1	1	1	-	2	-	-	10	5	6	5	3	2	36
Brazil	3	2	1	-	-	3	1	1	9	9	11	7	7	6	60
Chile	2	2	2	4	3	2	4	2	5	9	10	4	5	6	60
Colombia	-	-	1	-	-	-	1	1	6	5	3	2	1	3	23
Costa Rica	-	1	1	-	2	1	1	-	1	4	3	3	1	2	20
Cuba	1	-	-	-	-	-	1	3	-	-	-	-	2	2	9
Dominican Republic	-	-	-	-	-	-	-	-	1	-	4	1	1	5	12
Ecuador	1	1	1	-	-	1	-	1	4	5	3	6	5	3	31
El Salvador	1	-	-	-	-	1	1	1	-	2	1	3	1	1	12
Guatemala	-	1	2	-	-	-	-	1	1	2	2	4	1	1	15
Haiti	-	-	1	-	2	1	-	-	3	3	2	1	-	2	15
Honduras	-	-	1	-	-	-	2	-	-	6	2	2	1	3	17
Mexico	1	1	-	-	3	1	1	1	-	3	5	5	3	7	31
Nicaragua	-	1	1	-	-	-	-	-	-	2	1	3	1	2	11
Panama	-	-	-	-	1	-	-	-	2	1	2	1	-	-	7
Paraguay	1	-	-	-	-	-	1	-	2	4	3	4	2	4	21
Peru	-	-	-	-	-	1	1	-	2	3	6	5	4	4	26
Uruguay	-	-	-	-	1	-	-	-	2	2	2	3	4	4	18
Venezuela	-	-	1	1	1	-	4	5	2	4	4	2	2	5	31
<u>Sub-total</u>	<u>10</u>	<u>12</u>	<u>15</u>	<u>8</u>	<u>14</u>	<u>14</u>	<u>18</u>	<u>17</u>	<u>61</u>	<u>74</u>	<u>75</u>	<u>68</u>	<u>51</u>	<u>67</u>	<u>504</u>
Other countries			2				1	1						-	4
<u>Total</u>	<u>10</u>	<u>12</u>	<u>17</u>	<u>8</u>	<u>14</u>	<u>14</u>	<u>19</u>	<u>18</u>	<u>61</u>	<u>74</u>	<u>75</u>	<u>68</u>	<u>51</u>	<u>67</u>	<u>508</u>



## TRAINING PROGRAMME

Distribution of participants in the Basic Course by professions, 1961-1966

	Economists	Civil engineers	Agronomists	Lawyers	Others	Total
1961-62	40	12	-	3	6	61
1962-63	54	11	3	6	-	74
1963	44	14	7	3	7	75
1964	42	17	3	-	6	68
1965	35	7	3	-	6	51
1966	49	7	1	2	8	67
<u>Total</u>	<u>264</u>	<u>68</u>	<u>17</u>	<u>14</u>	<u>33</u>	<u>396</u>



## TRAINING PROGRAMME

Number of participants in each special subject in the Basic Course, 1961-1966

Special subjects	1961-62	1962-63	1963	1964	1965	1966	Total
1. General planning	16	23	14	13	16	22	104
2. Agricultural planning	-	9	14	13	12	-	48
3. Industrial planning	9	15	18	13	-	25	80
4. Budgetary planning	15	14	-	16	-	20	65
5. Public sector planning	12	8	16	-	13	-	49
6. Transport planning	9	5	-	13	10	-	37
7. Manpower planning	-	-	13	-	-	-	13
	<u>61</u>	<u>74</u>	<u>75</u>	<u>68</u>	<u>51</u>	<u>67</u>	<u>396</u>



PROGRAMME

ANNEX IX

Santiago, December 1966

Intensive courses a/

Year	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	Number of participants
	<u>Colombia</u>	<u>Brazil</u>	<u>Brazil</u> <u>Venezuela</u>	<u>Brazil</u> <u>Argentina</u>	<u>Colombia</u> <u>Brazil</u> <u>Argentina</u> <u>Cuba</u>	<u>Colombia</u> <u>Brazil</u> <u>Bolivia</u> <u>Mexico</u> <u>Uruguay</u>	<u>Brazil</u> <u>Venezuela</u> <u>Bolivia</u> <u>Mexico</u> <u>Ecuador</u>	<u>Brazil</u> <u>Bolivia</u> <u>Mexico</u> <u>Uruguay</u> <u>Paraguay</u> <u>Peru</u>	<u>Brazil b/</u> <u>Mexico</u> <u>Uruguay</u> <u>Ecuador</u> <u>Peru</u> <u>Central America</u> <u>Dominican Republic</u>	<u>Brazil b/</u> <u>Bolivia</u> <u>Mexico</u> <u>Ecuador</u> <u>Peru</u> <u>Central America</u>	<u>Brazil b/</u> <u>Bolivia</u> <u>Mexico</u> <u>Ecuador</u> <u>Peru</u> <u>Central America</u>	<u>Colombia</u> <u>Brazil b/</u> <u>Mexico</u> <u>Central America</u> <u>Dominican Republic</u>	279 947 148 141 62 274 269 245 144 58 243 209 <u>138</u> 3 144

a/ Excluding intensive courses undertaken at the national level, under the exclusive responsibility of the Governments.

b/ From 1963 three intensive courses per year were given in Brazil.





## TRAINING PROGRAMME

Number of participants in the special courses, 1962-66

	1962	1963	1964	1965	1966	Total
Health planning	20	35	34	37	37	163
Educational Planning	27	38	43	72 a/	34 b/	214
Planning for the housing sector	-	-	-	-	31	31
Economic development and planning for trade union leaders	-	-	-	-	24	24
	<u>47</u>	<u>73</u>	<u>77</u>	<u>109</u>	<u>126</u>	<u>432</u>

a/ In 1965 the Course on Educational Planning was given in Buenos Aires and was attended by 72 students from 18 Latin American countries, 46 of whom were Argentines.

b/ In 1966 the Course on Educational Planning was given in San José, Costa Rica and was attended by 34 students from the five Central American countries, Panama and the Dominican Republic.

